“Putting the SCOR-model into Practice”

Implementing the SCOR-model at Marine Corps Logistics Command

Shaun McDoniel

Major, US Marine Corps

SCOR User’s Seminar
Dallas, TX
October 27th, 2004

Supply-Chain Council

Agenda

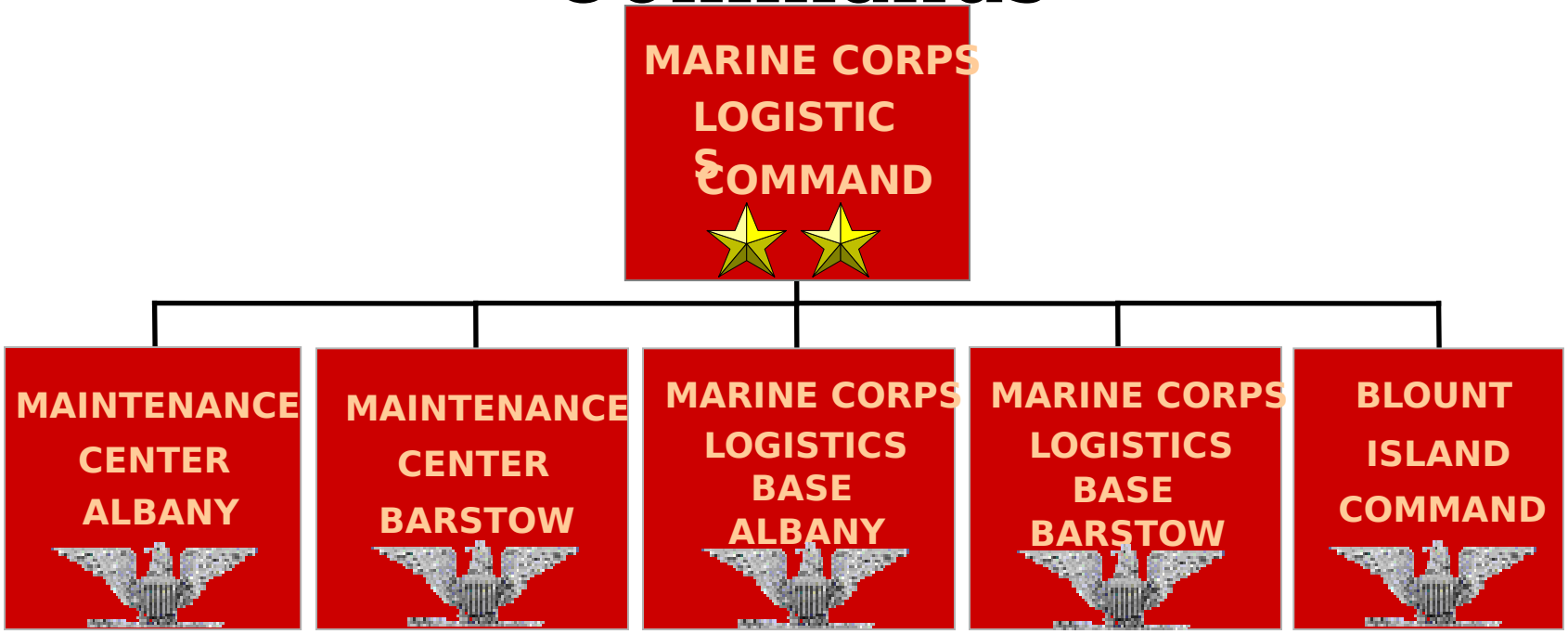
- Marine Corps Logistics Command
  - Supply Chain Management Center
- Business Process Reengineering Using the SCOR-model
- Organizational Transformation
- Supply Chain Process Management
- Supply Chain Performance Management
- Supply Chain Decision Support Capability

Marine Corps Logistics Command Mission

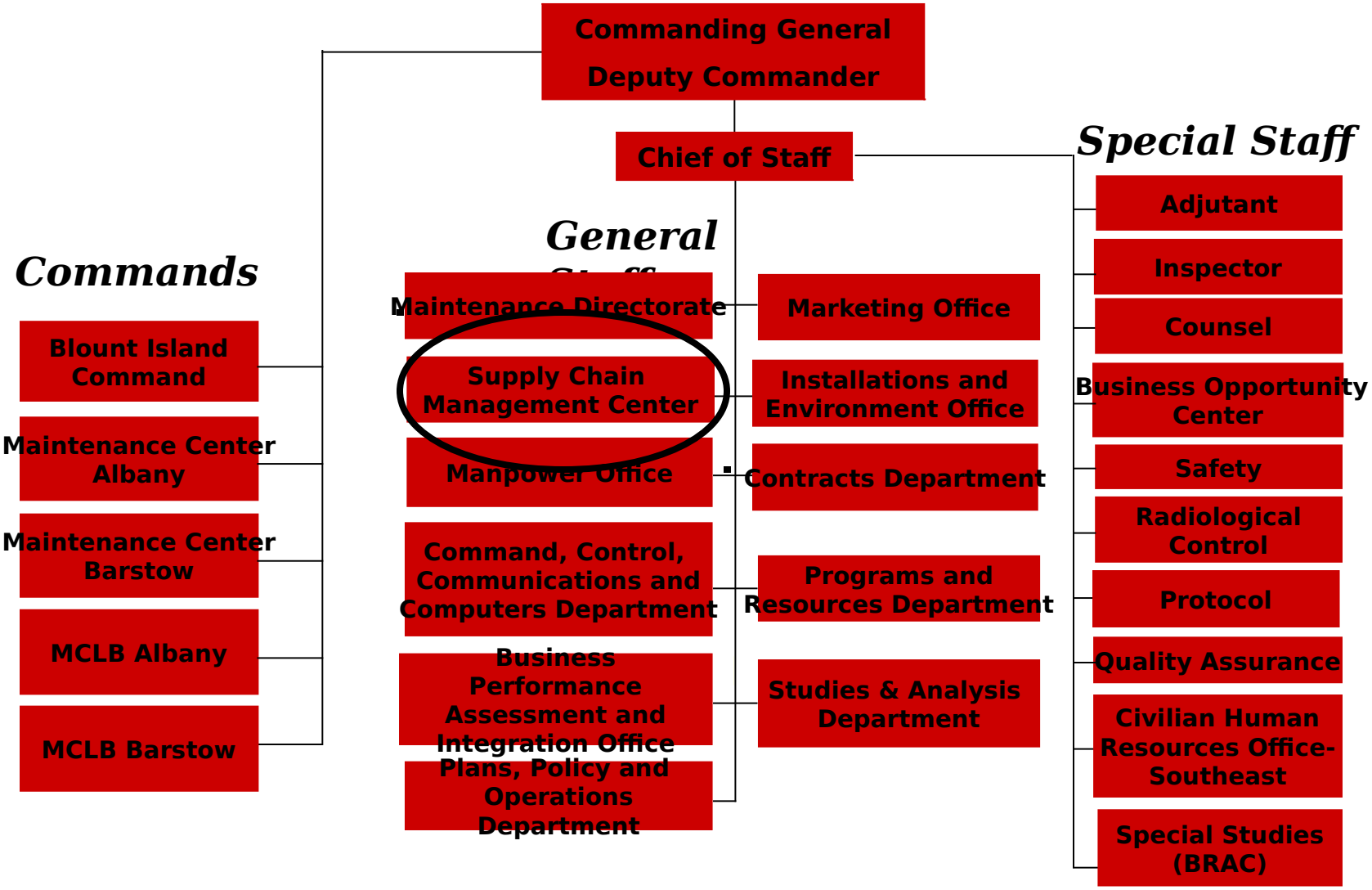
- **Provide worldwide, *integrated logistics/supply chain and distribution management*; depot level maintenance management; and strategic prepositioning capability in support of the operating forces and other supported units to maximize their readiness and sustainability and to support enterprise and program level Total Life Cycle Management (TLCM).**

Marine Corps Logistics Command

Commands



Marine Corps Logistics Command (Detailed)

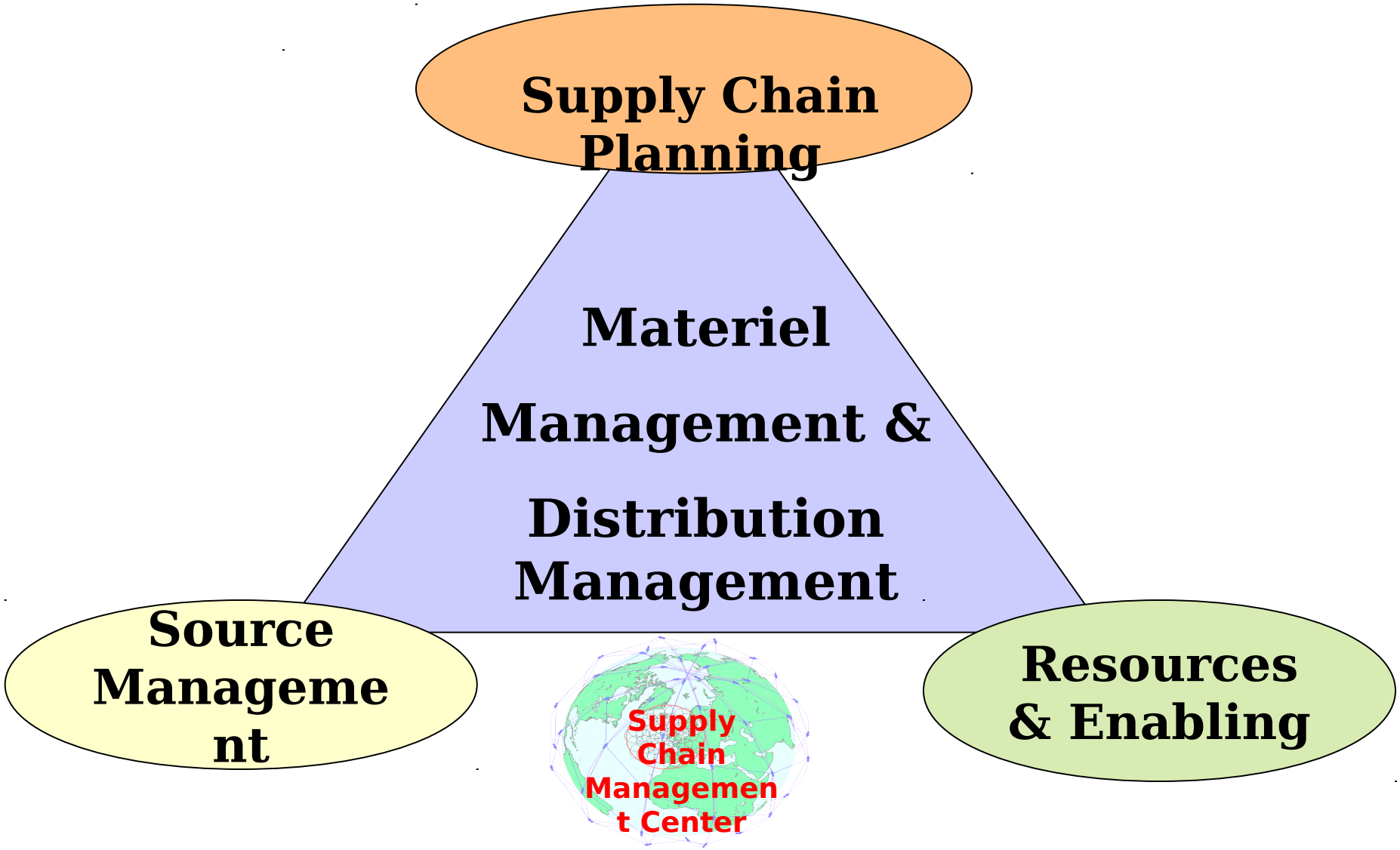


Supply Chain Management Center

"Business Perspective"

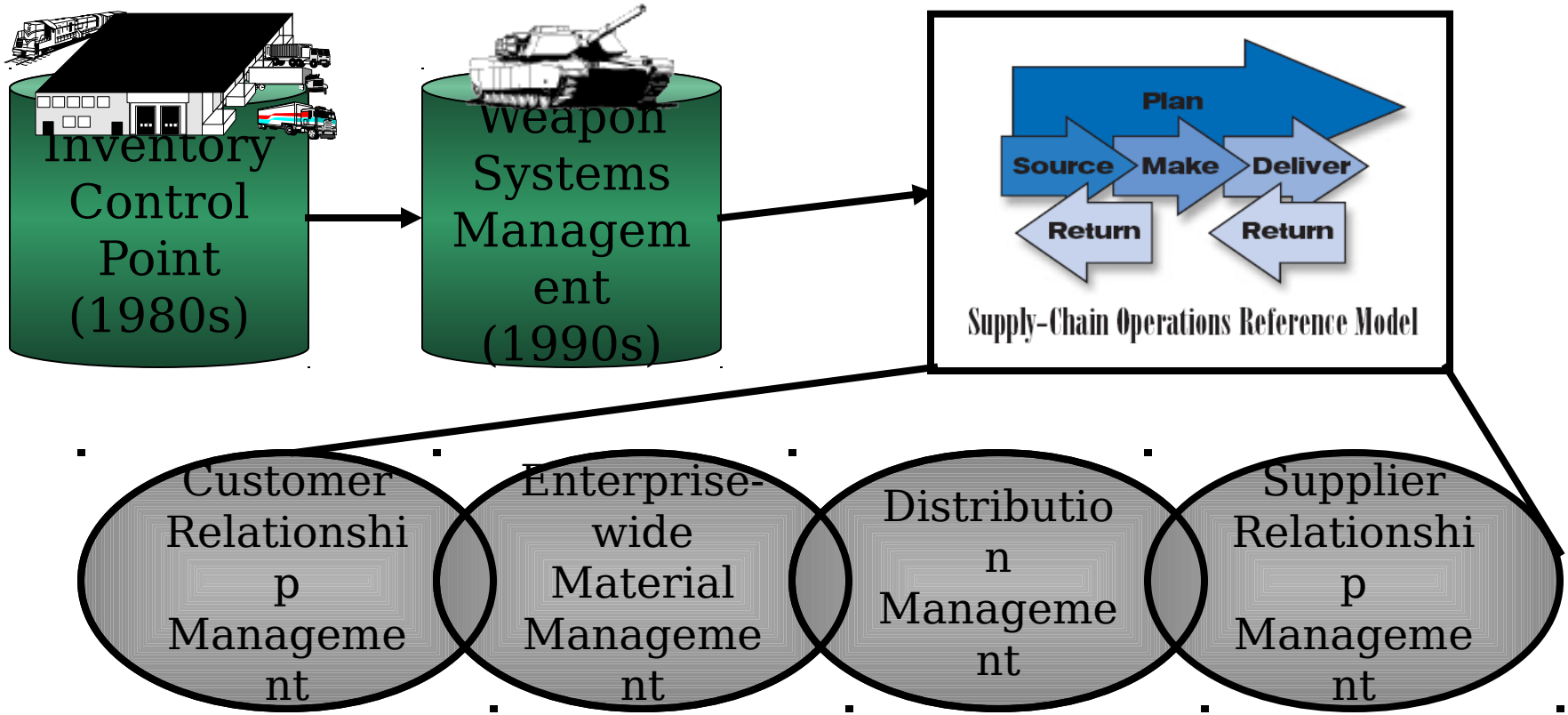
- **Global Materiel Management Across the Supply Chain**
- **Inventory Strategies and Policies**
- **Demand Planning**
- **Maintenance Planning**
- **Distribution Planning**
- **Supplier Relationship Management**
- **Customer Relationship Management**
- **Logistics/Supply Chain Information Management**
- **Provide Sustainment Logistics Support in support of Total Life Cycle Systems Management**

SCMC Core Competencies



Evolutionary Concepts of Management

Transforming from Logistics Management…



…to Supply Chain Management!

Change Management

Major Event Timeline

ISSUE	1998	1999	2000	2001	2002	2003	2004
USMC: Logistics Modernization Project	★					★	
USMC: Logistics Enterprise/Operational Architecture Project		★			★	★	★
USMC: Global Combat Support System-Marine Corps Program		★				★	★
SCMC: SCOR-Centralized SECREP Management Project				★			
SCMC: SCOR-Business Process Reengineering Project					★	★	
SCMC: SCOR-Organizational Transformation						★	
SCMC: Supply Chain Decision Support Tool Development						★	

Business Process Reengineering

Business Process Reengineering

- USMC Logistics Modernization efforts in 1998
  - Academia, Industry, and USMC experts met to chart the course for logistics modernization (people, processes and technology)
  - USMC adopted the SCOR-model from the Integrated Logistics Capability project
- SCOR-model was used to develop our Logistics Operational Architecture (finished in 2002)
  - Currently being used as our road-map for logistics information systems modernization efforts
  - Log OA in the institutionalization process…[EFDS]
  - *Global Combat Support System-Marine Corps is an ACAT-1AM MAIS Program of Record (Mar 2004)!*
- SCMC realized need to adopt the SCOR-model because of the need to improve performance, and the onset of Supply Chain Management in industry and government

Business Process Reengineering

- Many redundancies realized in the traditional “Inventory Control Point/Weapon System Management” concept of logistics management
- Couldn’t see the “big picture” and no tools to manage from that perspective
- Not as effective and efficient as we could be
- SCMC used the SCOR-model for the Centralized SECREP Mgmt project in 2001
- SCMC began reengineering its’ business processes using the SCOR-model in 2002
- Used the SCOR-model to map “as-is” processes and high-level “to-be” processes (level 4)

Organizational Transformation

Organizational Transformation

- Completed the high-level business process reengineering effort in 2003
- Operations Enduring and Iraqi Freedom ongoing…
- Decision was made to physically transform
- August 2003, employees moved into new organizational structure
- The “Inventory Manager” of the past is no more…
- We’re an organization built around processes, instead of people who “muscled” the supply chain
- Performance is improving, but there is still more work
- Typical challenges with change management…no surprise
- “Sustaining the transformation” is ongoing…

Supply Chain Process Management

Supply Chain Process Management

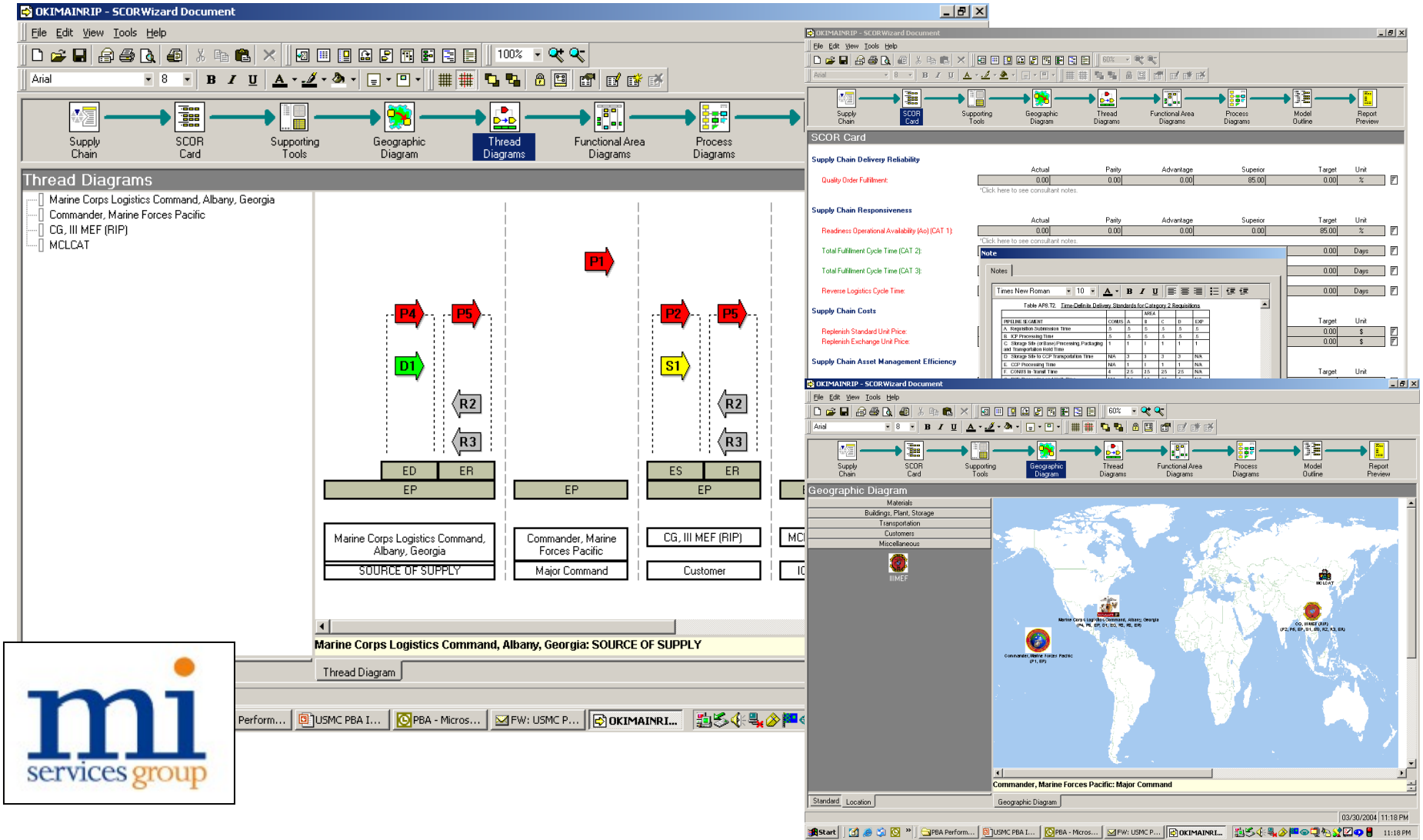
"Practitioner Viewpoint"

- "Sustaining the transformation"
  - Formation of a "core office" in SCMC for business process management
  - Formation of a "core team" of SCMC mid-grade managers to guide continuous process improvement and relationship building in the new organization; *maintaining grass-roots confidence with executive and supervisory commitment*
  - Map processes in greater detail, develop standard procedures, train and monitor
  - SCOR-model remains our foundation; complemented with ISO-9001:2000 and the K&N Balanced Scorecard approach

- *People* and *Processes* remain our main focus of effort… but we need *Technology* to take us "over the hill"

Supply Chain Process Management

"Vendor Viewpoint"

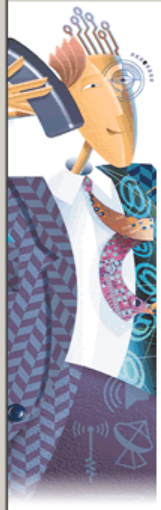


Why SCORWizard?

- SCOR chosen, but how do you implement?

- Needed an automated means of comprehending SCOR terminology.
- Needed ability to “go beyond SCOR”
  - Customized metrics.
  - Detailed Process Maps.
- Open environment
  - Capture information within SCORWizard.
  - Export output from SCORWizard.

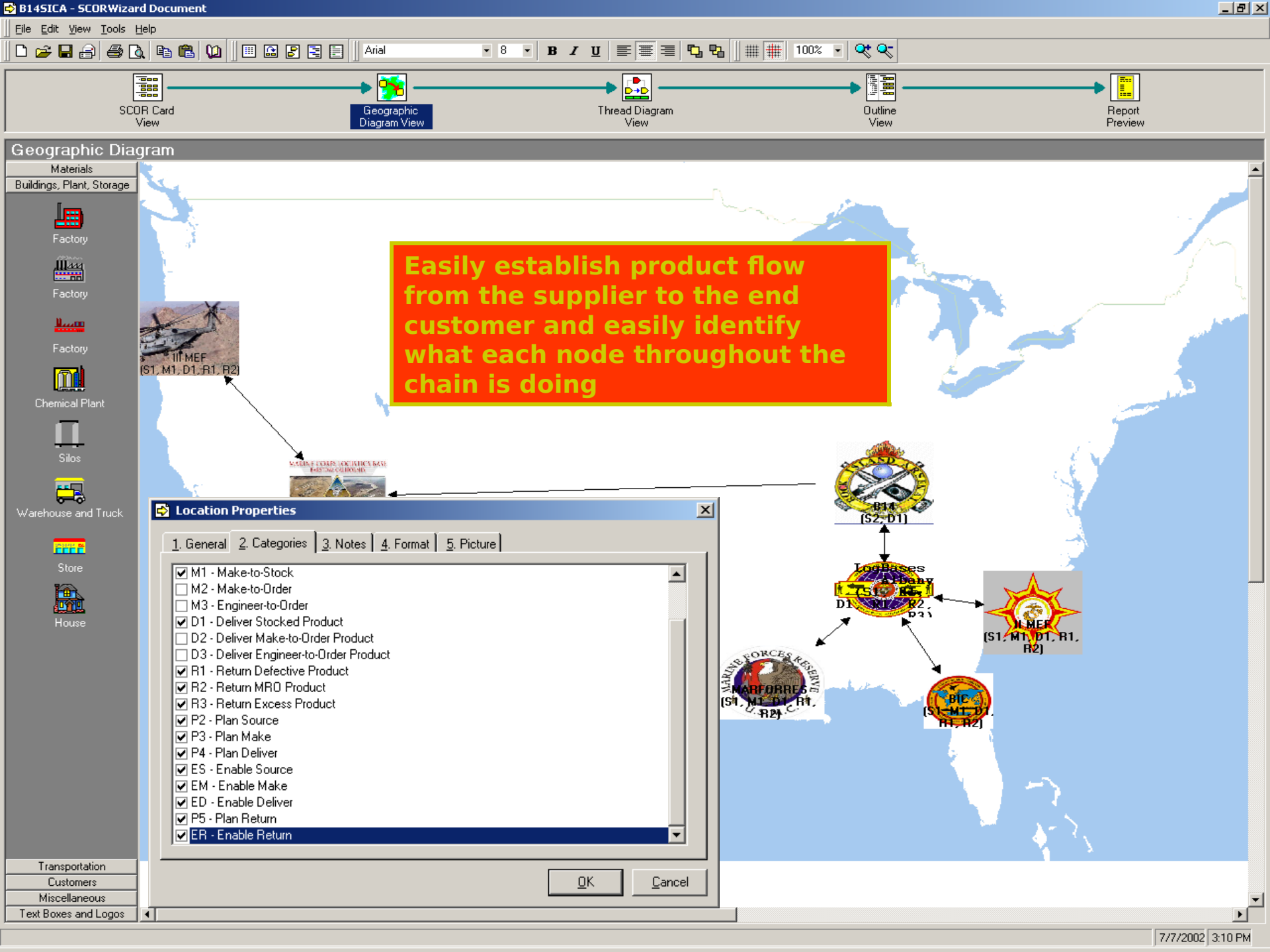
SCOR Card



Ability to set metrics (Dashboard set up)

B14SICA

	Actual	Parity	Advantage	Superior	Target	Unit
Supply Chain Delivery Reliability						
Delivery Performance:	0.00	0.00	0.00	0.00	95.00	%
*Please click here to view consultant notes						
Fill Rates:	0.00	0.00	0.00	0.00	95.00	%
*Please click here to view consultant notes						
Perfect Order Fulfillment:	0.00	0.00	0.00	0.00	85.00	%
*Please click here to view consultant notes						
Supply Chain Responsiveness						
Order Fulfillment Lead Times:	0.00	0.00	0.00	0.00	24.00	Days
*Please click here to view consultant notes						
Supply Chain Flexibility						
Supply Chain Response Time:	0.00	0.00	0.00	0.00	5.00	Days
*Please click here to view consultant notes						
Production Flexibility:	0.00	0.00	0.00	0.00	0.00	Days
Supply Chain Costs						
Cost of Goods Sold:	0.00	0.00	0.00	0.00	0.00	%
*Please click here to view consultant notes						
Total Supply Chain Management Costs:	0.00	0.00	0.00	0.00	0.00	%
Value-Added Productivity:	0.00	0.00	0.00	0.00	0.00	$
Warranty / Returns Processing Costs:	0.00	0.00	0.00	0.00	0.00	%
Supply Chain Asset Management Efficiency						
Cash-to-Cash Cycle Time:	0.00	0.00	0.00	0.00	0.00	Days
Inventory Days of Supply:	4803.00	0.00	0.00	96.00	150.00	Days
*Please click here to view consultant notes						
Asset Turns:	0.00	0.00	0.00	0.00	1.00	Ratio
*Please click here to view consultant notes						


B14SICA - SCORWizard Document
File Edit View Tools Help
SCOR Card View
Geographic Diagram View
Thread Diagram View
Outline View
Report Preview
Geographic Diagram
Materials
Buildings, Plant, Storage
Factory
Factory
Factory
Chemical Plant
Silos
Warehouse and Truck
Store
House
Transportation
Customers
Miscellaneous
Text Boxes and Logos
Easily establish product flow from the supplier to the end customer and easily identify what each node throughout the chain is doing
III MEF (S1, M1, D1, R1, R2)
Location Properties
1. General
2. Categories
3. Notes
4. Format
5. Picture
M1 - Make-to-Stock
M2 - Make-to-Order
M3 - Engineer-to-Order
D1 - Deliver Stocked Product
D2 - Deliver Make-to-Order Product
D3 - Deliver Engineer-to-Order Product
R1 - Return Defective Product
R2 - Return MRO Product
R3 - Return Excess Product
P2 - Plan Source
P3 - Plan Make
P4 - Plan Deliver
ES - Enable Source
EM - Enable Make
ED - Enable Deliver
P5 - Plan Return
ER - Enable Return
OK
Cancel
B14 (S2, D1)
I MEF (S1, M1, D1, R1, R2)
MARFORRES (S1, M1, D1, R1, R2)
PIC (S1, M1, D1, R1, R2)
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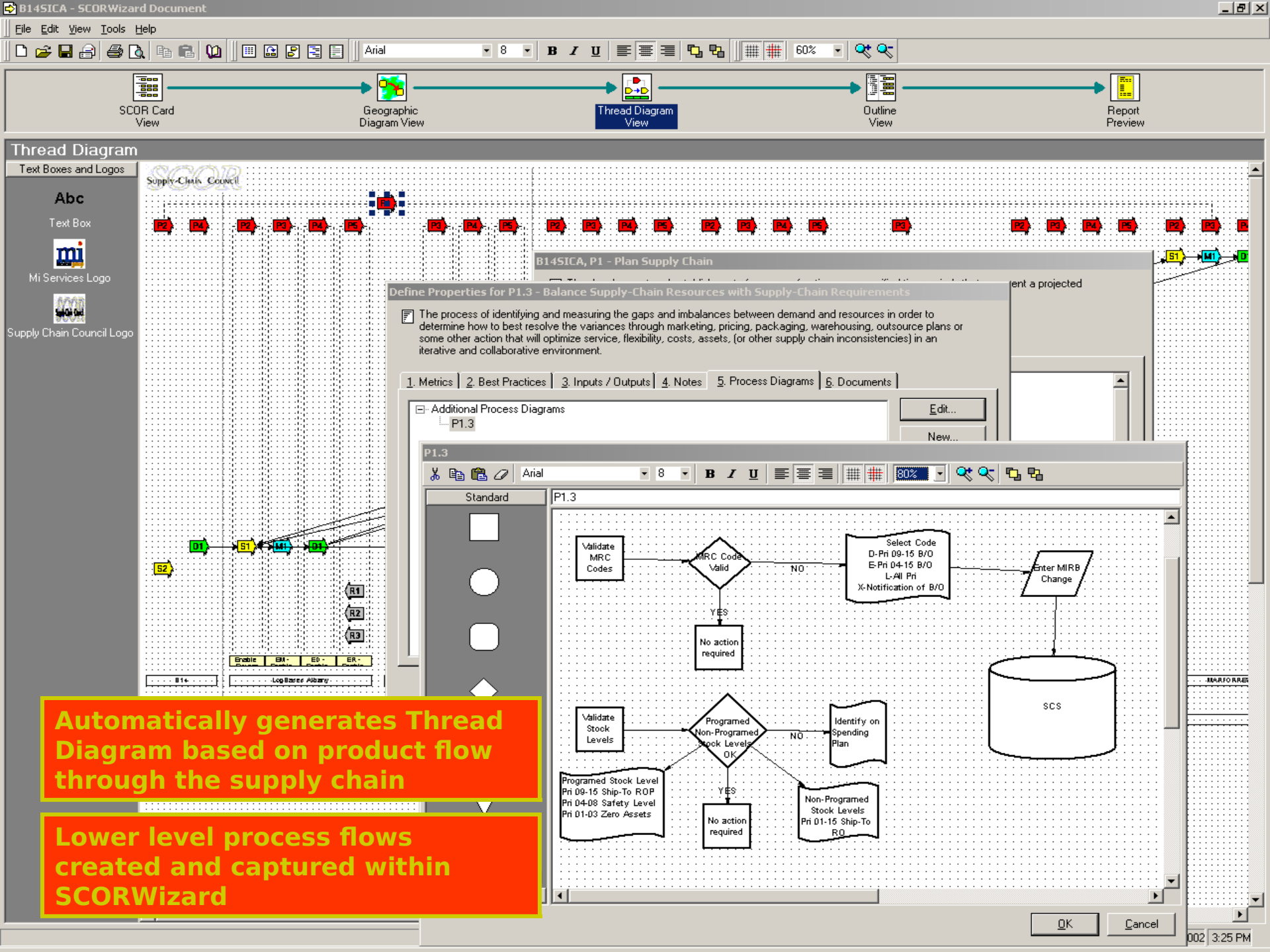
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Report Preview
Thread Diagram
Text Boxes and Logos
Abc
Text Box
Mi Services Logo
Supply Chain Council Logo
B14SICA, P1 - Plan Supply Chain
Define Properties for P1.3 - Balance Supply-Chain Resources with Supply-Chain Requirements
The process of identifying and measuring the gaps and imbalances between demand and resources in order to determine how to best resolve the variances through marketing, pricing, packaging, warehousing, outsource plans or some other action that will optimize service, flexibility, costs, assets, (or other supply chain inconsistencies) in an iterative and collaborative environment.
1. Metrics
2. Best Practices
3. Inputs / Outputs
4. Notes
5. Process Diagrams
6. Documents
Additional Process Diagrams
P1.3
Edit...
New...
P1.3
Standard
Validate MRC Codes
MRC Code Valid
NO
YES
Select Code
D-Pri 09-15 B/O
E-Pri 04-15 B/O
L-All Pri
X-Notification of B/O
Enter MIRB Change
No action required
SCS
Validate Stock Levels
Programed Non-Programed Stock Levels OK
NO
Identify on Spending Plan
Programed Stock Level
Pri 09-15 Ship-To ROP
Pri 04-08 Safety Level
Pri 01-03 Zero Assets
YES
No action required
Non-Programed Stock Levels
Pri 01-15 Ship-To RO
OK
Cancel
Automatically generates Thread Diagram based on product flow through the supply chain
Lower level process flows created and captured within SCORWizard

B14SICA - SCORWizard Document

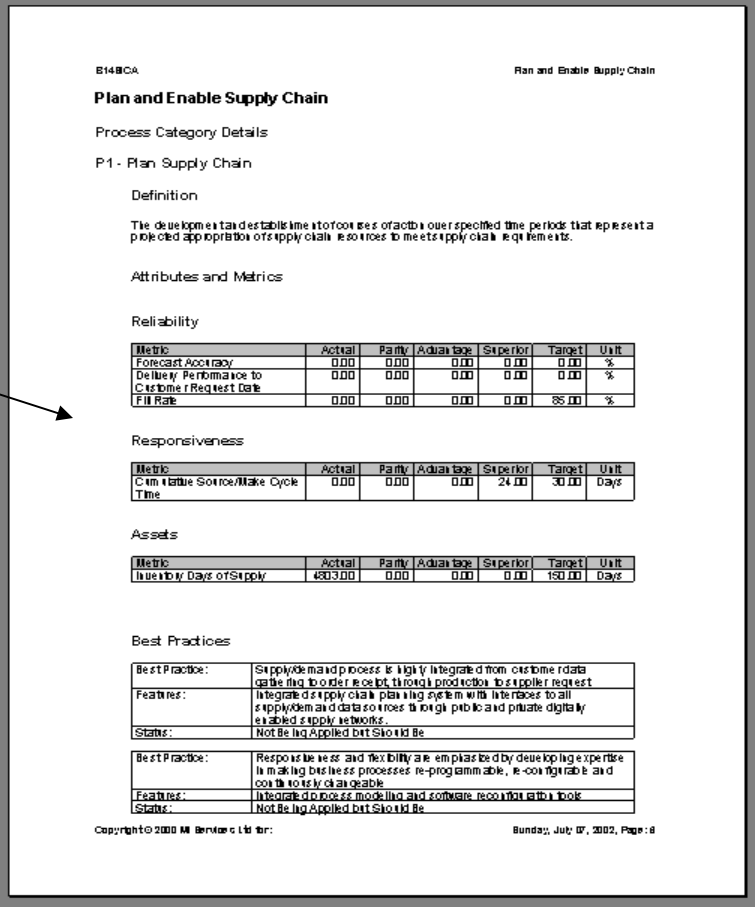
File Edit View Tools Help

SCOR Card View → Geographic Diagram View → Thread Diagram View → Outline View → Report Preview

Report Preview

Refresh | Print | << | < | > | >> | 6 of 92 | Options... | Page Setup... | Printer Setup...

Automatically compiles a final report with documented details



B14SICA — Plan and Enable Supply Chain

Plan and Enable Supply Chain

Process Category Details

P1 - Plan Supply Chain

Definition

The development and establishment of courses of action over specified time periods that represent a projected appropriation of supply chain resources to meet supply chain requirements.

Attributes and Metrics

Reliability

Metric	Actual	Parity	Advantage	Superior	Target	Unit
Forecast Accuracy	0.00	0.00	0.00	0.00	0.00	%
Delivery Performance to Customer Request Date	0.00	0.00	0.00	0.00	0.00	%
Fill Rate	0.00	0.00	0.00	0.00	85.00	%

Responsiveness

Metric	Actual	Parity	Advantage	Superior	Target	Unit
Cumulative Source/Make Cycle Time	0.00	0.00	0.00	24.00	30.00	Days

Assets

Metric	Actual	Parity	Advantage	Superior	Target	Unit
Inventory Days of Supply	4803.00	0.00	0.00	0.00	150.00	Days

Best Practices

Best Practice:	Supply/demand process is highly integrated from customer data gathering to order receipt, through production to supplier request
Features:	Integrated supply chain planning system with interfaces to all supply/demand data sources through public and private digitally enabled supply networks.
Status:	Not Being Applied but Should Be

Best Practice:	Responsiveness and flexibility are emphasized by developing expertise in making business processes re-programmable, re-configurable and continuously changeable
Features:	Integrated process modeling and software reconfiguration tools
Status:	Not Being Applied but Should Be

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Benefits of SCORWizard

- Significant time/resource savings in documenting supply chain processes internal and external to Marine Corps Logistics Command
  - Used it for the Centralized SECREP Management Project
  - Used it for SCMC's Business Process Reengineering efforts
  - Currently using it for developing Performance Based Agreements and sustaining our organizational transformation and supply chain process management activities
- SCOR terminology more easily understood
- Prevented 'bottlenecks' of analysis effort
- Brought a Q&A quality to the process
- Created compelling output

Supply Chain Performance Management

LOGCOM Performance Management

- Customer-focused
  - ***Sustain a high level of readiness***

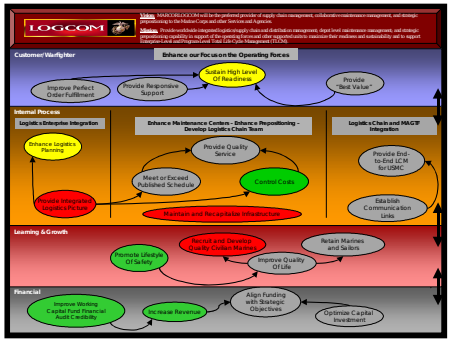
(top objective:

- Internal Process-focused
  - Enhance logistics planning

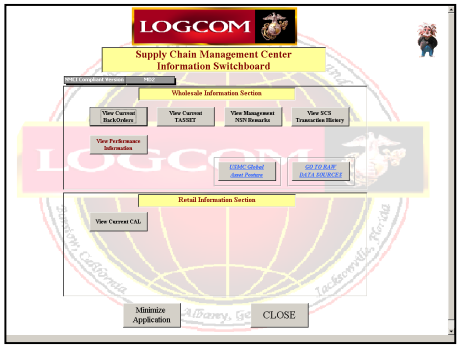
Developing Decision Support Tools to better manage our processes and improve performance to our customers

order fulfillment

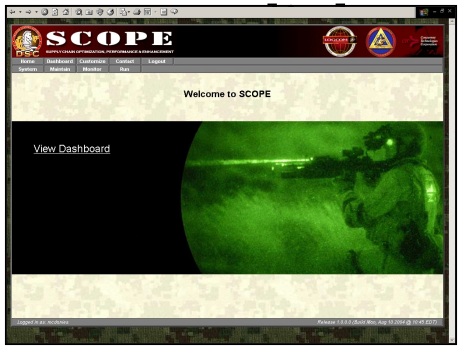
communications



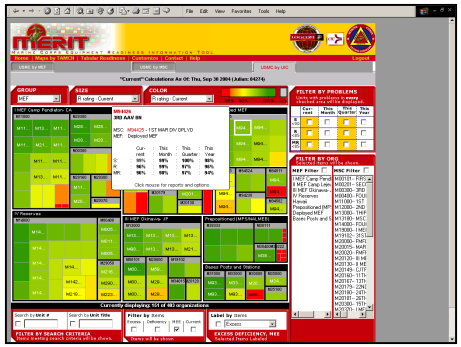
LOGCOM Balanced Scorecard Strategic Map



LOGCOM Supply Chain Mgmt Information Switchboard

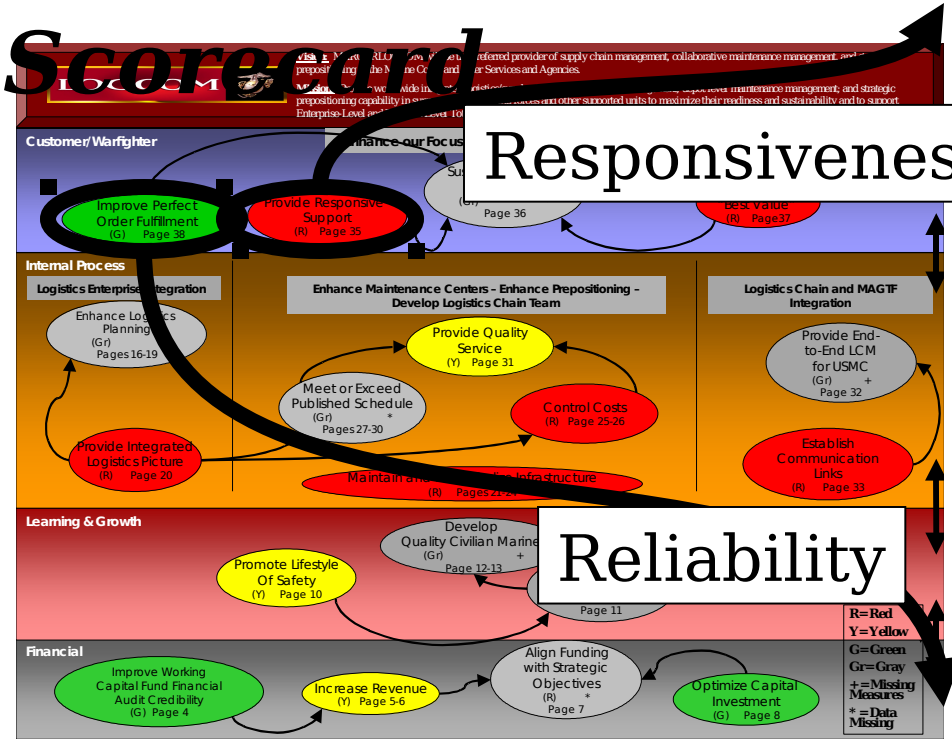


LOGCOM Supply Chain Decision Support Tool Development



Marine Corps Equipment Readiness Information Tool

Linking the SCOR-model to our Balanced Scorecard


Customer/Warfighter
Improve Perfect Order Fulfillment (G) Page 38
Provide Responsive Support (R) Page 35
Page 36
Best Value (R) Page 37
Internal Process
Logistics Enterprise Integration
Enhance Maintenance Centers – Enhance Prepositioning – Develop Logistics Chain Team
Logistics Chain and MAGTF Integration
Enhance Logistics Planning (Gr) Pages 16-19
Provide Quality Service (Y) Page 31
Provide End-to-End LCM for USMC (Gr) + Page 32
Meet or Exceed Published Schedule (Gr) * Pages 27-30
Control Costs (R) Page 25-26
Provide Integrated Logistics Picture (R) Page 20
Establish Communication Links (R) Page 33
(R) Pages 21-24
Learning & Growth
Develop Quality Civilian Marine (Gr) + Page 12-13
Promote Lifestyle Of Safety (Y) Page 10
Page 11
R=Red
Y=Yellow
G=Green
Gr=Gray
+=Missing Measures
* =Data Missing
Financial
Improve Working Capital Fund Financial Audit Credibility (G) Page 4
Increase Revenue (Y) Page 5-6
Align Funding with Strategic Objectives (R) * Page 7
Optimize Capital Investment (G) Page 8

Responsiveness

Reliability

Currently an "aggregate view" of our command's performance, but we need to segment performance analysis into individual supply chains; which is currently hidden. This is a new way of looking at

Customer / Warfighter Objective: PROVIDE RESPONSIVE SUPPORT

Objective Description: To deliver responsive, consistent, and reliable support using best value providers and processes in accordance with DoD 4140.1-R

Objective Owner: Col. Lee
Measure Owner: Mr. Howard

R

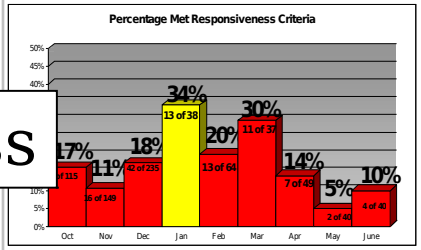
Measure: Customer Wait Time considering Time Definite Deliver (TDD) and Required Delivery Date (RDD) Standards.

Calculation: Number of completed requisitions meeting TDD or RDD standard divided by total number completed **Data Sources:** From SCMC

Comments

The Time-Definite Delivery (TDD) standards presented in Appendix 8 of DoD 4140.1-R constitute the maximum amount of time that should elapse during any given pipeline segment for items that are in stock or for items that are processed as part of planned direct-vendor deliveries.

In DoD 4140.1R, May 23,2003, "AP8.1.1.2" states that the TDD standards are provided as starting points for the performance-based agreements negotiations and shall only be used in the absence of specific TDD agreements with customers. The RDD standards, if met, are used in lieu of TDD standards as being "Responsive" to the customer.



Performance Ranges:
Green = 40-50%
Yellow = 30-39%
Red = 30% or less

Measure Intent: The measure intent is to highlight Customer Wait Time in terms of TDD standards established in DoD 4140.1R or RDD

Long-term Target: 85%
Current Target: 50%
Actual: 10% (avg. to date)
Freq: Monthly

Supporting Initiatives

Performance Based Agreements: SCMC>USMC Depots, other suppliers

R=Red
Y=Yellow
G=Green
Gr=Gray

Customer / Warfighter Objective: IMPROVE "PERFECT ORDER FULFILLMENT"

Objective Description: We will improve our ability to provide the right product, in the right quantity, in the right condition and packaging, at the right cost, to the right place on time.

Objective Owner: Mr. Howard
Measure Owner: Mr. Howard

G

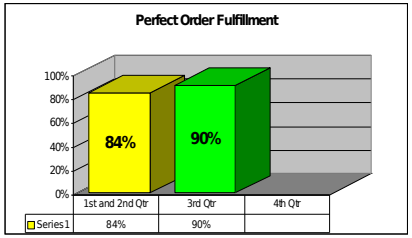
Measure: Perfect Order Fulfillment Rate **Data Sources: SCMC**

Calculation: % orders delivered complete X % orders delivered to agreed upon commit date X % orders with complete and accurate documentation X % orders delivered in quality condition X % orders delivered to the right place = Perfect Order Fulfillment

Comments:

Current measure is SECREPs. (1) Orders delivered complete = Y or N (complete quantity filled)
(2) Orders delivered by agreed upon date = customer's RDD matched or beaten? (3) Orders in quality condition = SDR/PQDR?
(4) Orders with right documentation = SDR/PQDR? (5) Orders delivered to right place = SDR?

Currently displaying Roll-Up through 3rd Qtr. #Qtr Data is actually FY04YTD. Customers have 90 days to submit SDR or PQDR so reporting may show a one quarter lag.



Performance Ranges:
Green = 90% or greater
Yellow = 80-89%
Red = 80% or less

Measure Intent: This is an accurate representation of supply chain performance and is intended to focus on our ability to provide quality order fulfillment to the customer

Long-term Target: 100%
Current Target: 90%
Actual: 90%
Freq: Quarterly

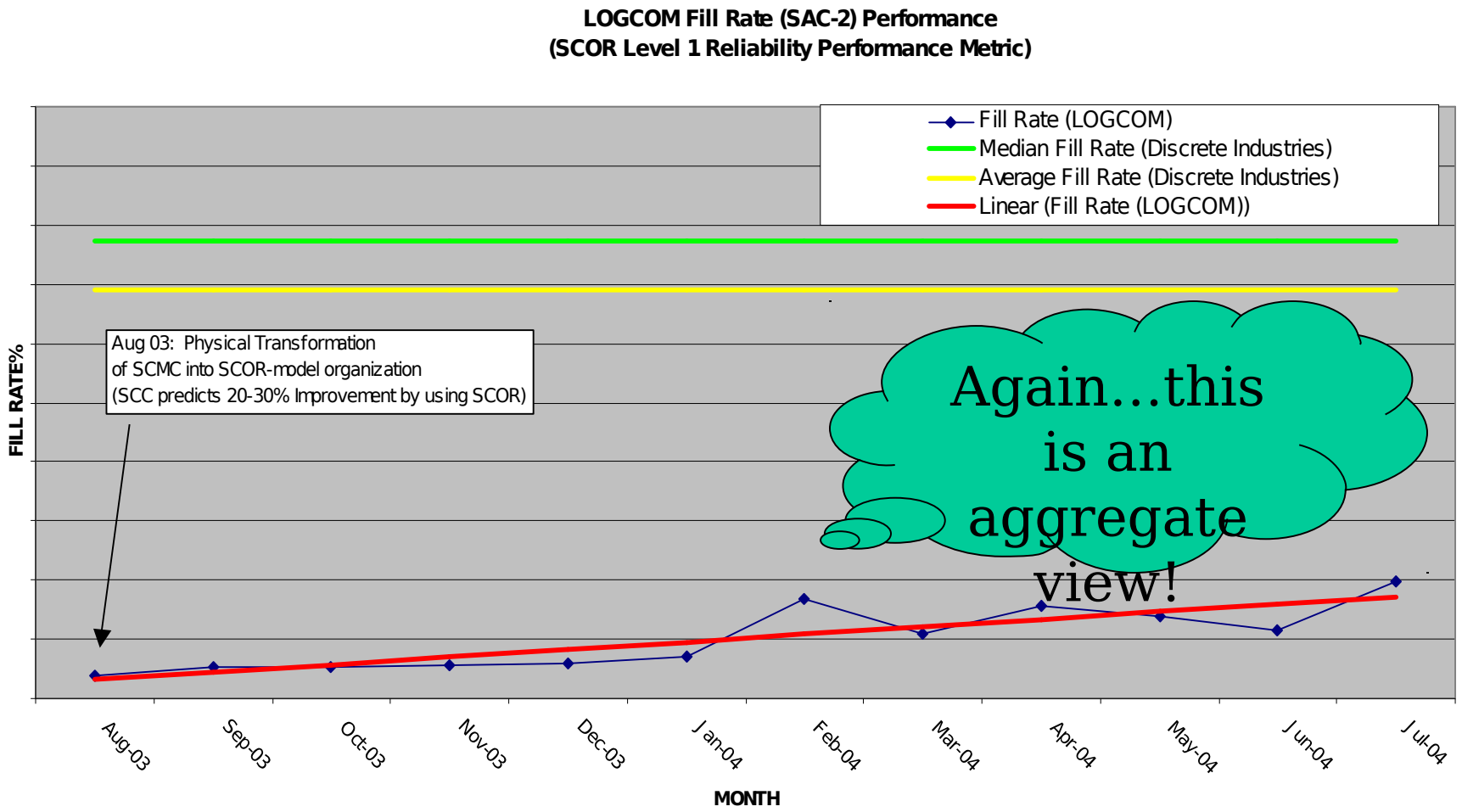
Supporting Initiatives:

Planning coordination meeting with SCS. Improving internal process to capture necessary elements of Perfect Order Fulfillment.

R=Red
Y=Yellow
G=Green
Gr=Gray

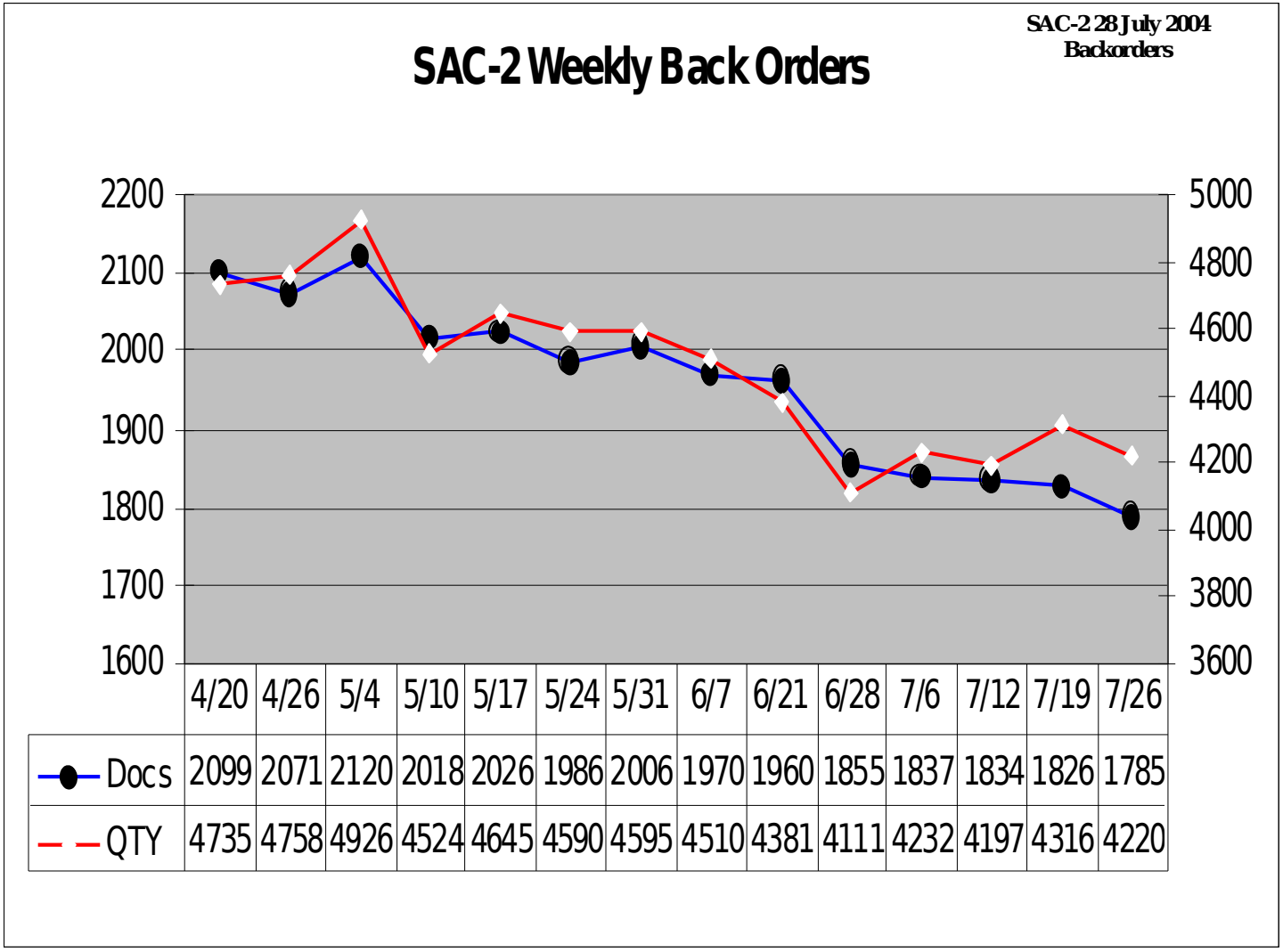
Performance Improvements

SCOR-model implementation



Performance Improvements:

Order Management Process Efforts



Supply Chain Management Decision Support Capability: “Practitioner Viewpoint”

Supply Chain Management Center
Information Switchboard

NMCI Compliant Version | MD2

Wholesale Information Section

- View Current BackOrders
- View Current TASSET
- View Management NSN Remarks
- View SCS Transaction History
- View Performance Information
- *USMC Global Asset Posture*
- *GO TO RAW DATA SOURCES*

Retail Information Section

- View Current CAL

Supply Chain Management Center's "Information Switchboard"

Principal Designer: GS12 Mark Harris

Supply Chain Integration Branch

(Head, Information Management Section)

Minimize Application

CLOSE

①

LOGCOM

SCMC Performance Measurements

Last Update: Thursday, August 12, 2004

Wholesale Performance Section

Daily Performance

All Transactions and Current Asset Posture

View Daily Performance Grid

Aggregate View Performance Measurements

All Current BackOrders segmented by SAC

SAC 1 | SAC 2 | SAC 3

Material Distribution Department

BackOrder Requirements Available

SAC 1 | SAC 2 | SAC 3

Sourcing

BackOrder Scheduled Reciepts

SAC 1 | SAC 2 | SAC 3

Planning

Unplanned BackOrder Requirements

SAC1 | SAC 2 | SAC 3

EP1: Manage Business Rules for PLAN Dashboard Capability

Minimize Application

CLOSE

Microsoft Access - [Immediate BOs : Form]

File Edit View Insert Format Records Tools Window Help

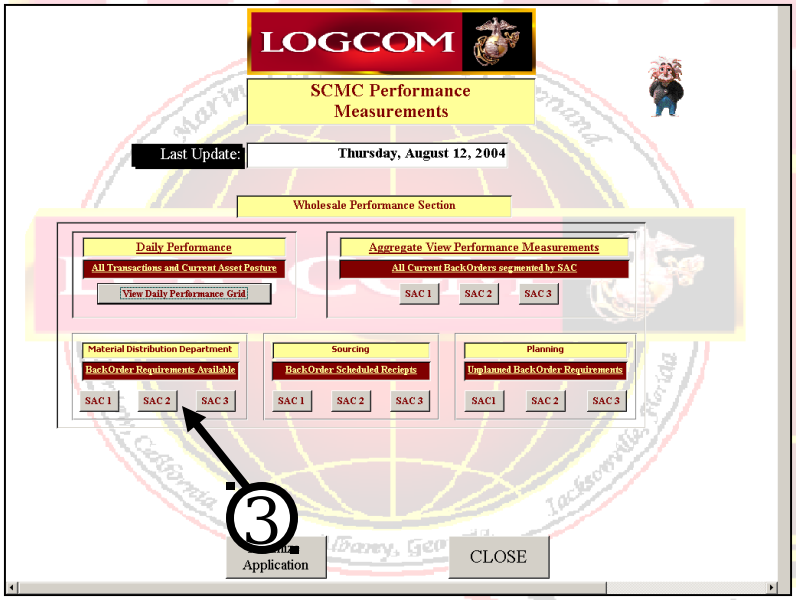
Source Information As Of

Thursday, August 12, 2004

BackOrder Requirements Available

NSN:	1010012589660	MgrRevCd:	L	MgrDivCd	BCA	ImOfficeCd:	584-2	ImPhoneExt	7803	ImName:	Virginia Maynard
ItemName	RELAY UNIT,POWER	SAC:	2	SUP:	$3,707.49	UI:	EA	AAC:	U	MEC:	12
PhraseCd:		CRIT									
SicaNimsc:		PicaNimsc	M	PicaRoutId:	MPB	SOS:	MPB	ItemExitDt	2014365	SecClass:	7
Demil	D	RejCd:		FreezeCd:		CLD					

Current BackOrders	OH Serv:		OH Serv G:		Amount Fillable:	Available Sales	Outstanding BO Sales
19	10	+	0	=	10	$37,074.90	$33,367.41



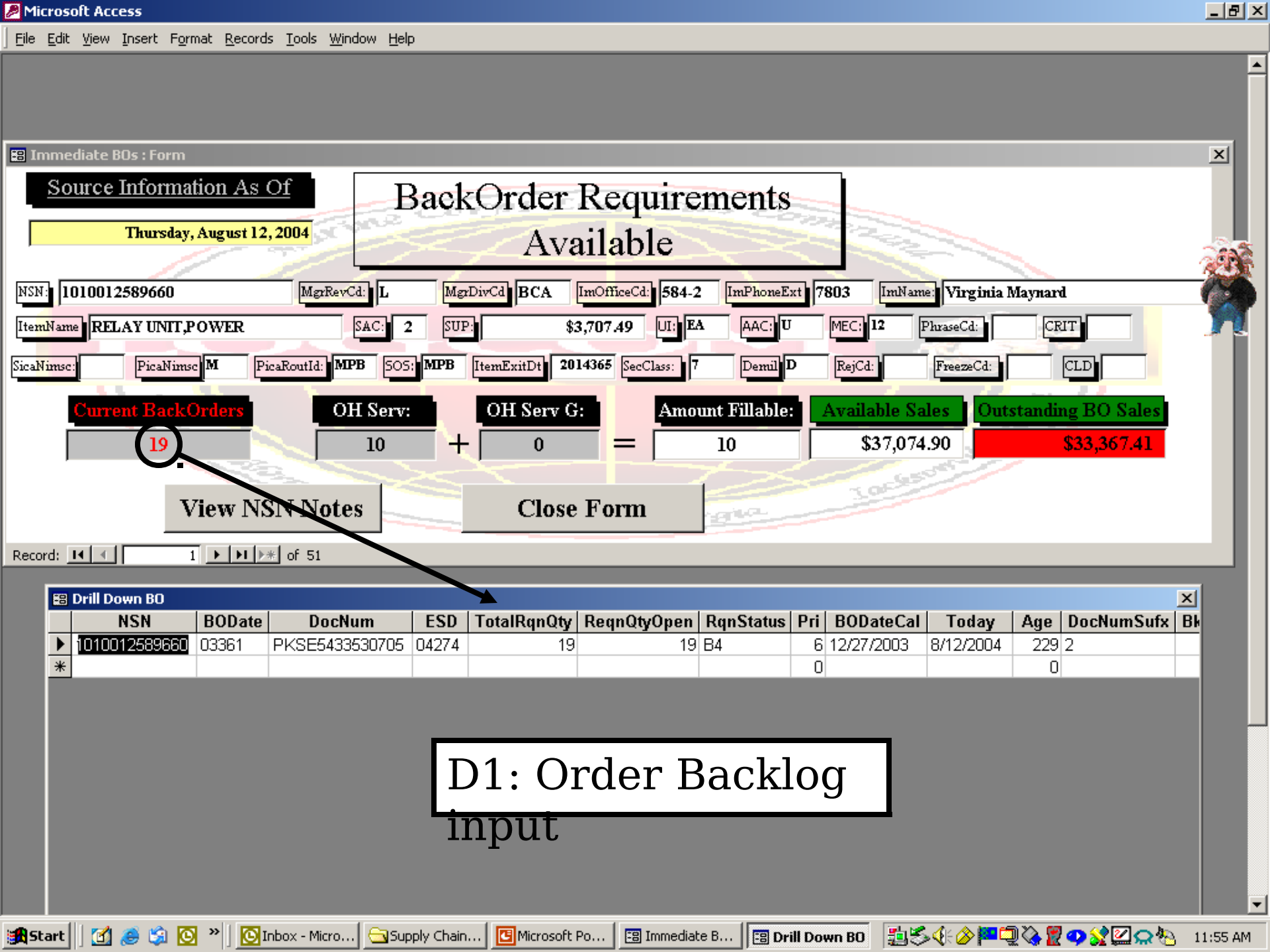
D1: “Deliver Stocked Product” DSC

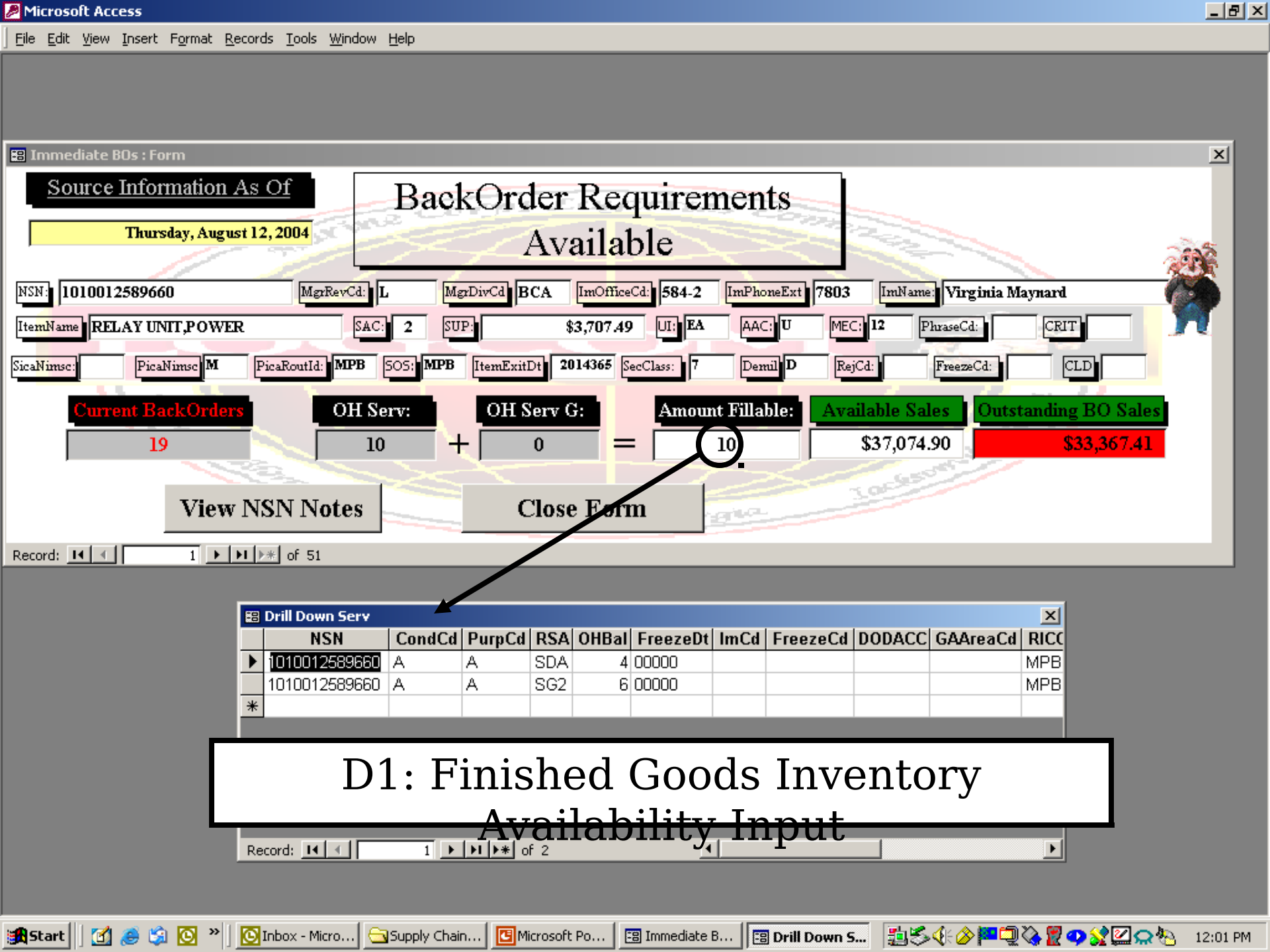
View NSN Notes

Close Form

Record: 1

Start | Inbox - Micro... | Supply Chain... | Microsoft Po... | Microsoft A... | 11:49 AM


Microsoft Access
File Edit View Insert Format Records Tools Window Help
Immediate BOs : Form
Source Information As Of
Thursday, August 12, 2004
BackOrder Requirements Available
NSN: 1010012589660
MgrRevCd: L
MgrDivCd BCA
ImOfficeCd: 584-2
ImPhoneExt 7803
ImName: Virginia Maynard
ItemName RELAY UNIT,POWER
SAC: 2
SUP: $3,707.49
UI: EA
AAC: U
MEC: 12
PhraseCd:
CRIT
SicaNimsc:
PicaNimsc M
PicaRoutId: MPB
SOS: MPB
ItemExitDt 2014365
SecClass: 7
Demil D
RejCd:
FreezeCd:
CLD
Current BackOrders
19
OH Serv:
10
+
OH Serv G:
0
=
Amount Fillable:
10
Available Sales
$37,074.90
Outstanding BO Sales
$33,367.41
View NSN Notes
Close Form
Record: 1 of 51
Drill Down BO
NSN BODate DocNum ESD TotalRqnQty ReqnQtyOpen RqnStatus Pri BODateCal Today Age DocNumSufx
1010012589660 03361 PKSE5433530705 04274 19 19 B4 6 12/27/2003 8/12/2004 229 2
0 0
D1: Order Backlog input
Start
Inbox - Micro...
Supply Chain...
Microsoft Po...
Immediate B...
Drill Down BO
11:55 AM


Microsoft Access
File Edit View Insert Format Records Tools Window Help
Immediate BOs : Form
Source Information As Of
Thursday, August 12, 2004
BackOrder Requirements Available
NSN: 1010012589660
MgrRevCd: L
MgrDivCd BCA
ImOfficeCd: 584-2
ImPhoneExt 7803
ImName: Virginia Maynard
ItemName RELAY UNIT,POWER
SAC: 2
SUP: $3,707.49
UI: EA
AAC: U
MEC: 12
PhraseCd:
CRIT
SicaNimsc:
PicaNimsc M
PicaRoutId: MPB
SOS: MPB
ItemExitDt 2014365
SecClass: 7
Demil D
RejCd:
FreezeCd:
CLD
Current BackOrders
19
OH Serv:
10
+
OH Serv G:
0
=
Amount Fillable:
10
Available Sales
$37,074.90
Outstanding BO Sales
$33,367.41
View NSN Notes
Close Form
Record: 1 of 51
Drill Down Serv
NSN CondCd PurpCd RSA OHBal FreezeDt ImCd FreezeCd DODACC GAAreaCd RICC
1010012589660 A A SDA 4 00000 MPB
1010012589660 A A SG2 6 00000 MPB
Record: 1 of 2
D1: Finished Goods Inventory Availability Input
Start
Inbox - Micro...
Supply Chain...
Microsoft Po...
Immediate B...
Drill Down S...
12:01 PM

Microsoft Access - [Potential BOs : Form]

File Edit View Insert Format Records Tools Window Help

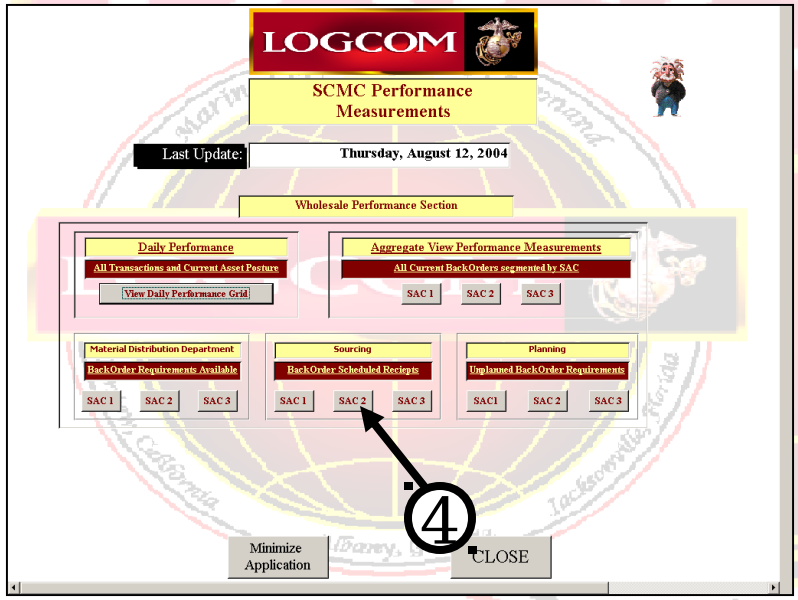
Source Information As Of

Wednesday, September 29, 2004

Scheduled Reciepts BackOrders

NSN:	2815011614944	MgrRevCd:		MgrDivCd	BFB	ImOfficeCd:	584-2	ImPhoneExt	7789	ImName:	Richard Rice
ItemName	ENGINE,DIESEL	SAC:	2	SUP:	$18,606.53	UI:	EA	AAC:	U	MEC:	22
PhraseCd:		CRIT	C	SicaNimsc:		PicaNimsc	M	PicaRoutId:	MPB	SOS:	MPB
ItemExitDt	2008366	SecClass:	U	Demil	Q	RejCd:		FreezeCd:		CLD	

Total BO Qty	Scheduled BOs	Due Maint:		Due Proc:		Due DoD:		Amount Fillable:	Available Sales	Outstanding BO Sales
12	12	5	+	11	+	0	=	16	$223,278.36	$0.00



S1: “Source Stocked Product” &

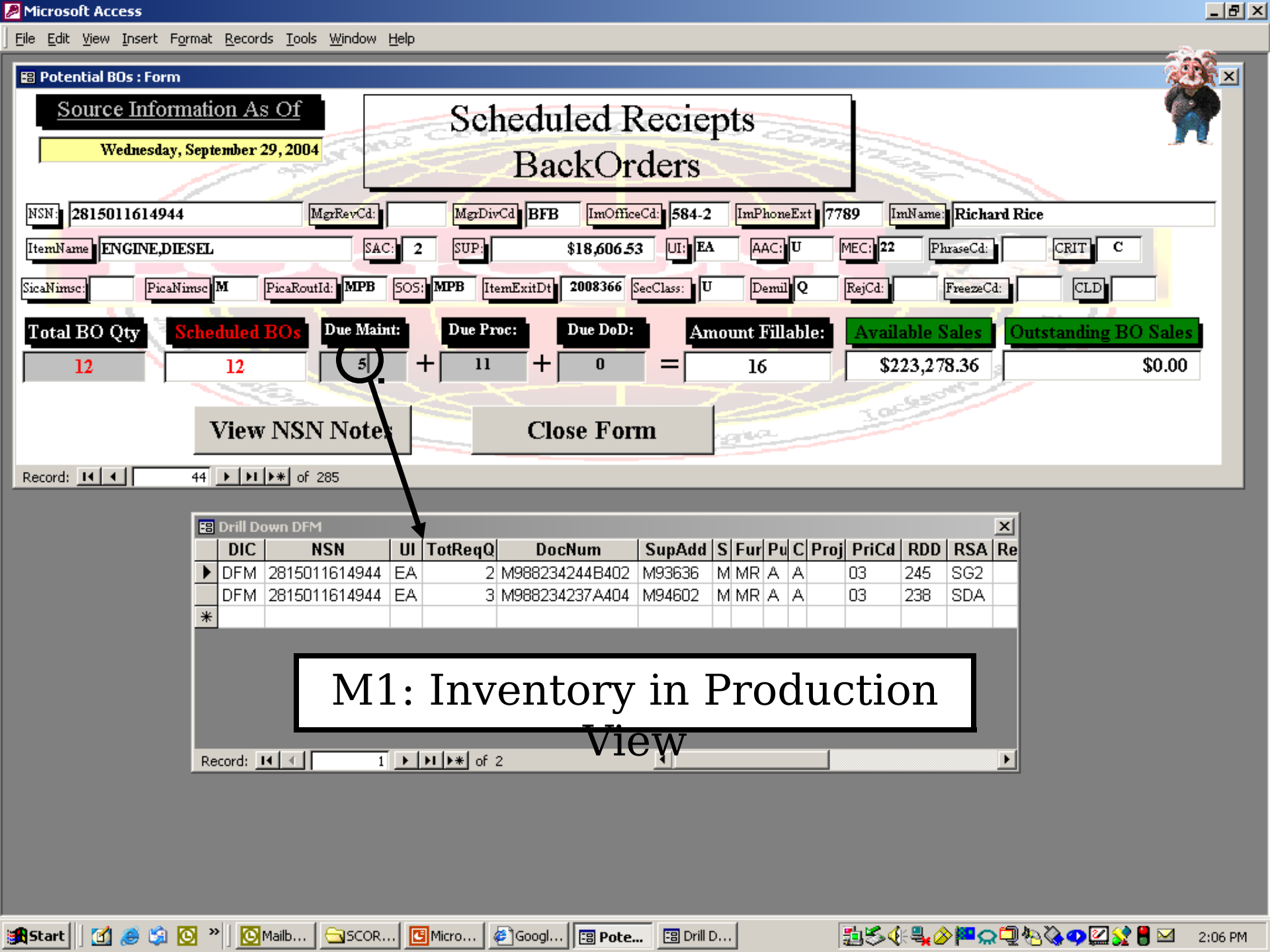
M1: “Make-to-stock” DSC

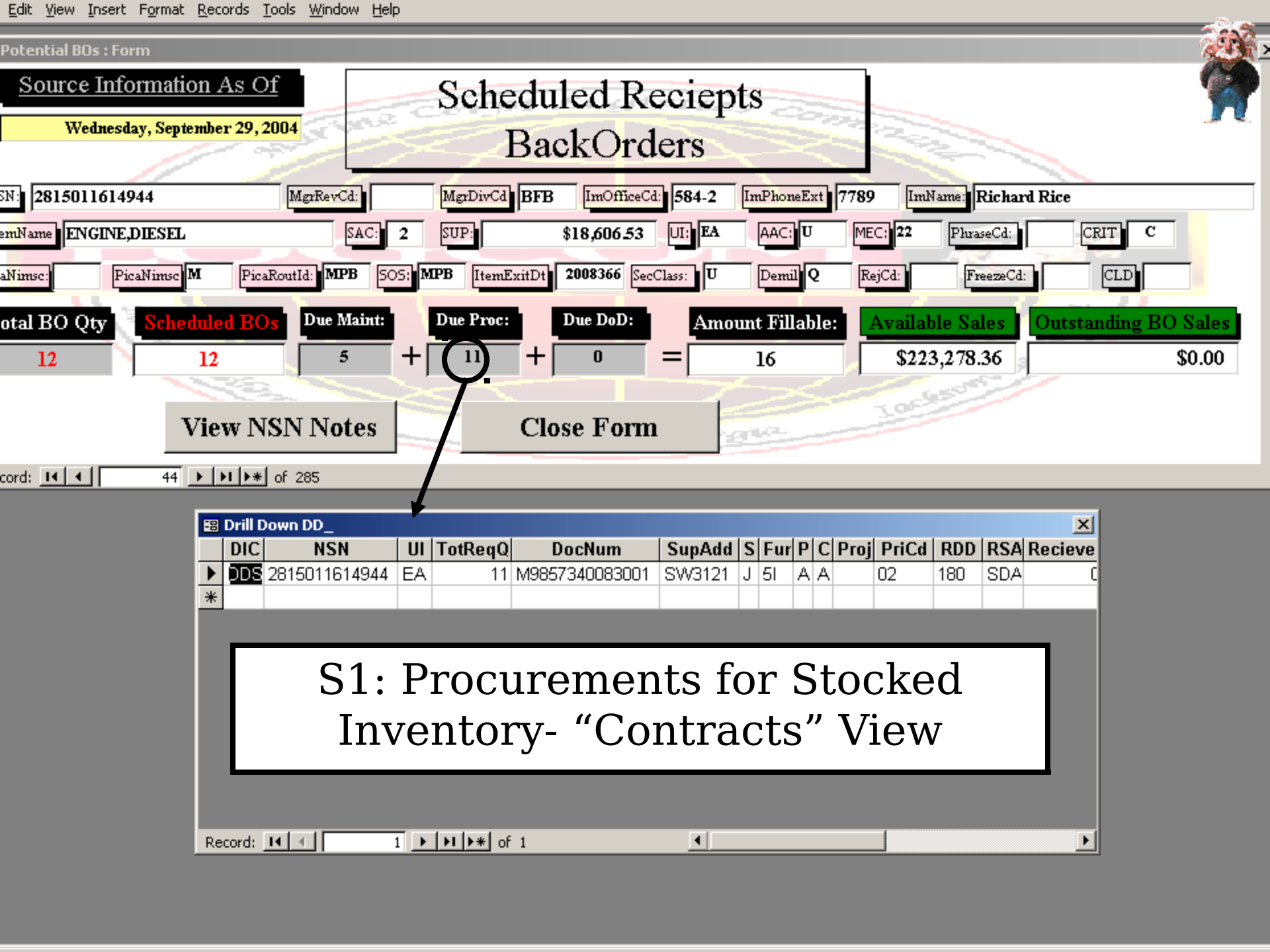
View NSN Notes

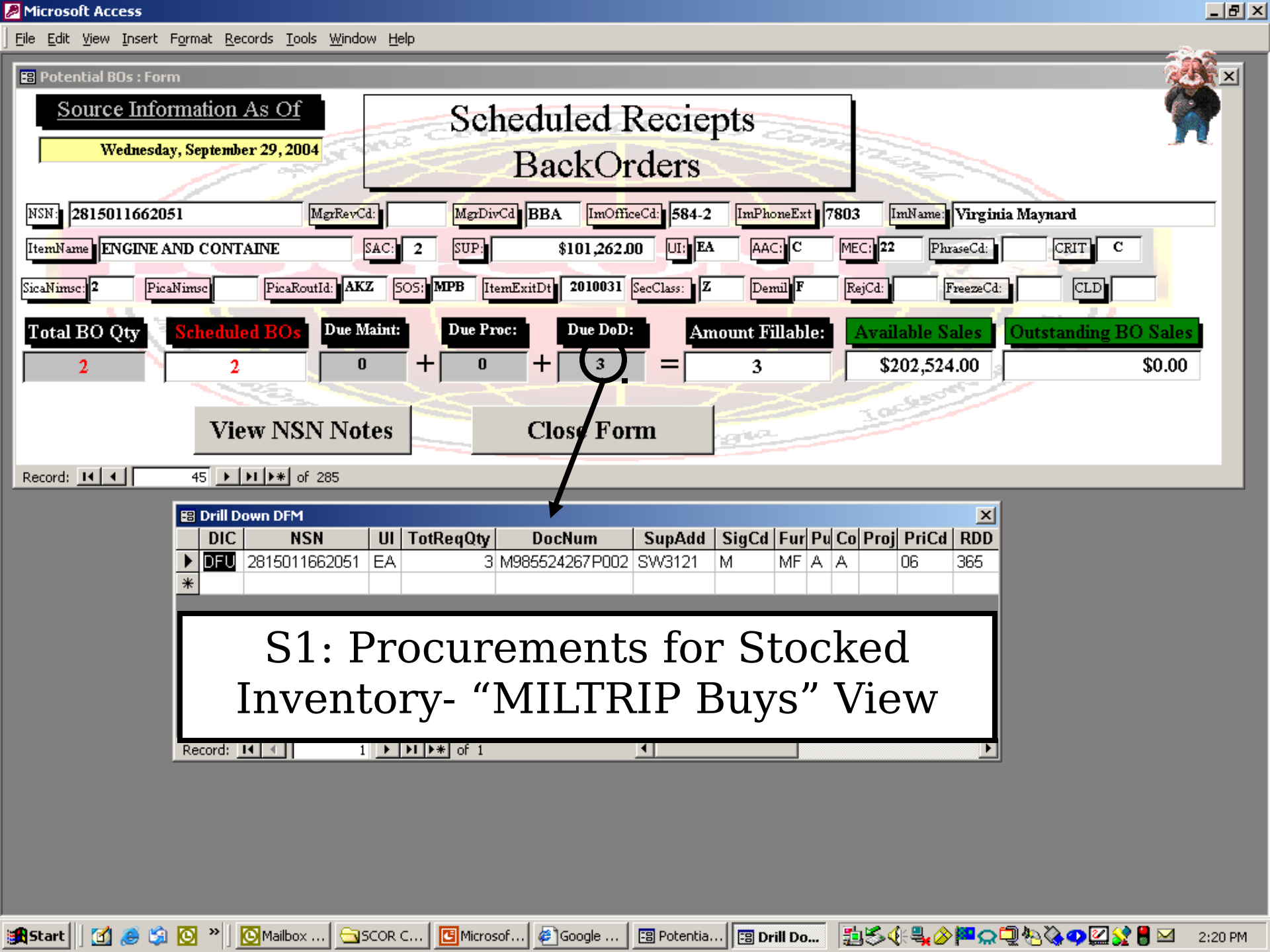
Close Form

Record: 44 of 285

Start | Tasks - Micr... | SCOR Case... | Microsoft P... | Microsoft ... | 12:44 PM


Microsoft Access
File Edit View Insert Format Records Tools Window Help
Potential BOs : Form
Source Information As Of
Wednesday, September 29, 2004
Scheduled Reciepts
BackOrders
NSN: 2815011614944
MgrRevCd:
MgrDivCd BFB
ImOfficeCd: 584-2
ImPhoneExt 7789
ImName: Richard Rice
ItemName ENGINE,DIESEL
SAC: 2
SUP: $18,606.53
UI: EA
AAC: U
MEC: 22
PhraseCd:
CRIT C
SicaNimsc:
PicaNimsc M
PicaRoutId: MPB
SOS: MPB
ItemExitDt 2008366
SecClass: U
Demil Q
RejCd:
FreezeCd:
CLD
Total BO Qty
Scheduled BOs
Due Maint:
Due Proc:
Due DoD:
Amount Fillable:
Available Sales
Outstanding BO Sales
12
12
5
+
11
+
0
=
16
$223,278.36
$0.00
View NSN Notes
Close Form
Record: 44 of 285
Drill Down DFM
DIC NSN UI TotReqQ DocNum SupAdd S Fur Pu C Proj PriCd RDD RSA Re
DFM 2815011614944 EA 2 M988234244B402 M93636 M MR A A 03 245 SG2
DFM 2815011614944 EA 3 M988234237A404 M94602 M MR A A 03 238 SDA
Record: 1 of 2
M1: Inventory in Production View
Start
Mailb...
SCOR...
Micro...
Googl...
Pote...
Drill D...
2:06 PM


Edit View Insert Format Records Tools Window Help
Potential BOs : Form
Source Information As Of
Wednesday, September 29, 2004
Scheduled Reciepts
BackOrders
SN: 2815011614944
MgrRevCd:
MgrDivCd BFB
ImOfficeCd: 584-2
ImPhoneExt 7789
ImName: Richard Rice
emName ENGINE,DIESEL
SAC: 2
SUP: $18,606.53
UI: EA
AAC: U
MEC: 22
PhraseCd:
CRIT C
aNimsc:
PicaNimsc M
PicaRoutId: MPB
SOS: MPB
ItemExitDt 2008366
SecClass: U
Demil Q
RejCd:
FreezeCd:
CLD
otal BO Qty
Scheduled BOs
Due Maint:
Due Proc:
Due DoD:
Amount Fillable:
Available Sales
Outstanding BO Sales
12
12
5
+
11
+
0
=
16
$223,278.36
$0.00
View NSN Notes
Close Form
cord: 44 of 285
Drill Down DD_
DIC NSN UI TotReqQ DocNum SupAdd S Fur P C Proj PriCd RDD RSA Recieve
DDS 2815011614944 EA 11 M9857340083001 SW3121 J 5I A A 02 180 SDA
Record: 1 of 1
S1: Procurements for Stocked Inventory- “Contracts” View


Microsoft Access
File Edit View Insert Format Records Tools Window Help
Potential BOs : Form
Source Information As Of
Wednesday, September 29, 2004
Scheduled Reciepts
BackOrders
NSN: 2815011662051
MgrRevCd:
MgrDivCd BBA
ImOfficeCd: 584-2
ImPhoneExt 7803
ImName: Virginia Maynard
ItemName ENGINE AND CONTAINE
SAC: 2
SUP: $101,262.00
UI: EA
AAC: C
MEC: 22
PhraseCd:
CRIT C
SicaNimsc: 2
PicaNimsc
PicaRoutId: AKZ
SOS: MPB
ItemExitDt 2010031
SecClass: Z
Demil F
RejCd:
FreezeCd:
CLD
Total BO Qty
Scheduled BOs
Due Maint:
Due Proc:
Due DoD:
Amount Fillable:
Available Sales
Outstanding BO Sales
2
2
0
+
0
+
3
=
3
$202,524.00
$0.00
View NSN Notes
Close Form
Record: 45 of 285
Drill Down DFM
DIC NSN UI TotReqQty DocNum SupAdd SigCd Fur Pu Co Proj PriCd RDD
DFU 2815011662051 EA 3 M985524267P002 SW3121 M MF A A 06 365
Record: 1 of 1
S1: Procurements for Stocked Inventory- “MILTRIP Buys” View
Start
Mailbox ...
SCOR C...
Microsof...
Google ...
Potentia...
Drill Do...
2:20 PM

Microsoft Access - [Planning]

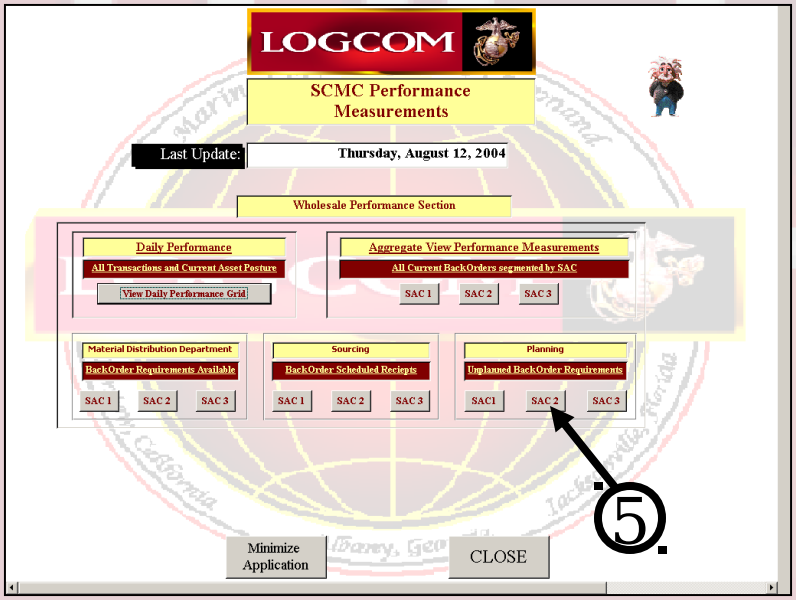
File Edit View Insert Format Records Tools Window Help

UnAccounted BackOrder Requirements

⑤

NSN:	1290010377289	MgrRevCd:	L	MgrDivCd	BAB	ImOfficeCd:	584-2	ImPhoneExt	7789	ImName:	Pamela Hopkins
ItemName	QUADRANT,FIRE CONTR	SAC:	2	SUP:	$5,340.00	UI:	EA	AAC:	C	MEC:	12
PhraseCd:	R	CRIT	C	SecClass:	J						
SicaNimsc:	2	PicaNimsc		PicaRoutId:	B14	SOS:	MPB	ItemExitDt	2009365	SMRC	PCODL
Demil	F	RejCd:		FreezeCd:		CLD					

Total BO Qty	Planning Target	OH c/c A - D Serviceable	OH c/c G Serviceable	OH c/c F UnServiceable	Due Maintenance (DFM)	Due Procurement (DD_)	Due DoD Buy (DFU)	Due Other (DF_)
21	14	0	0	44	3	0	4	2
Dollar Value $$	$74,760.00	$0.00	$0.00	$234,960.00	$16,020.00	$0.00	$21,360.00	$10,680.00



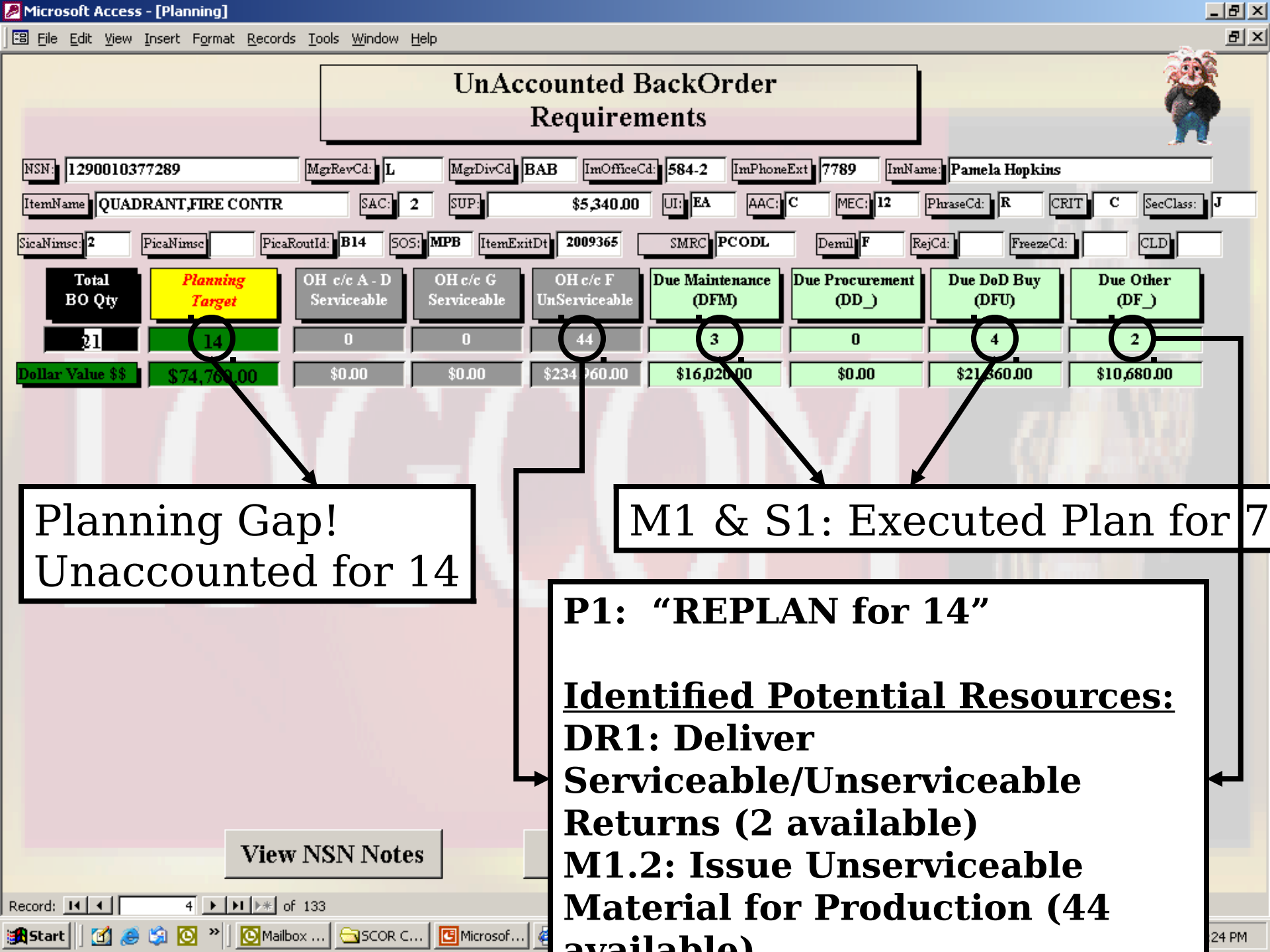
EP3: Manage PLAN Data Collection

View NSN Notes

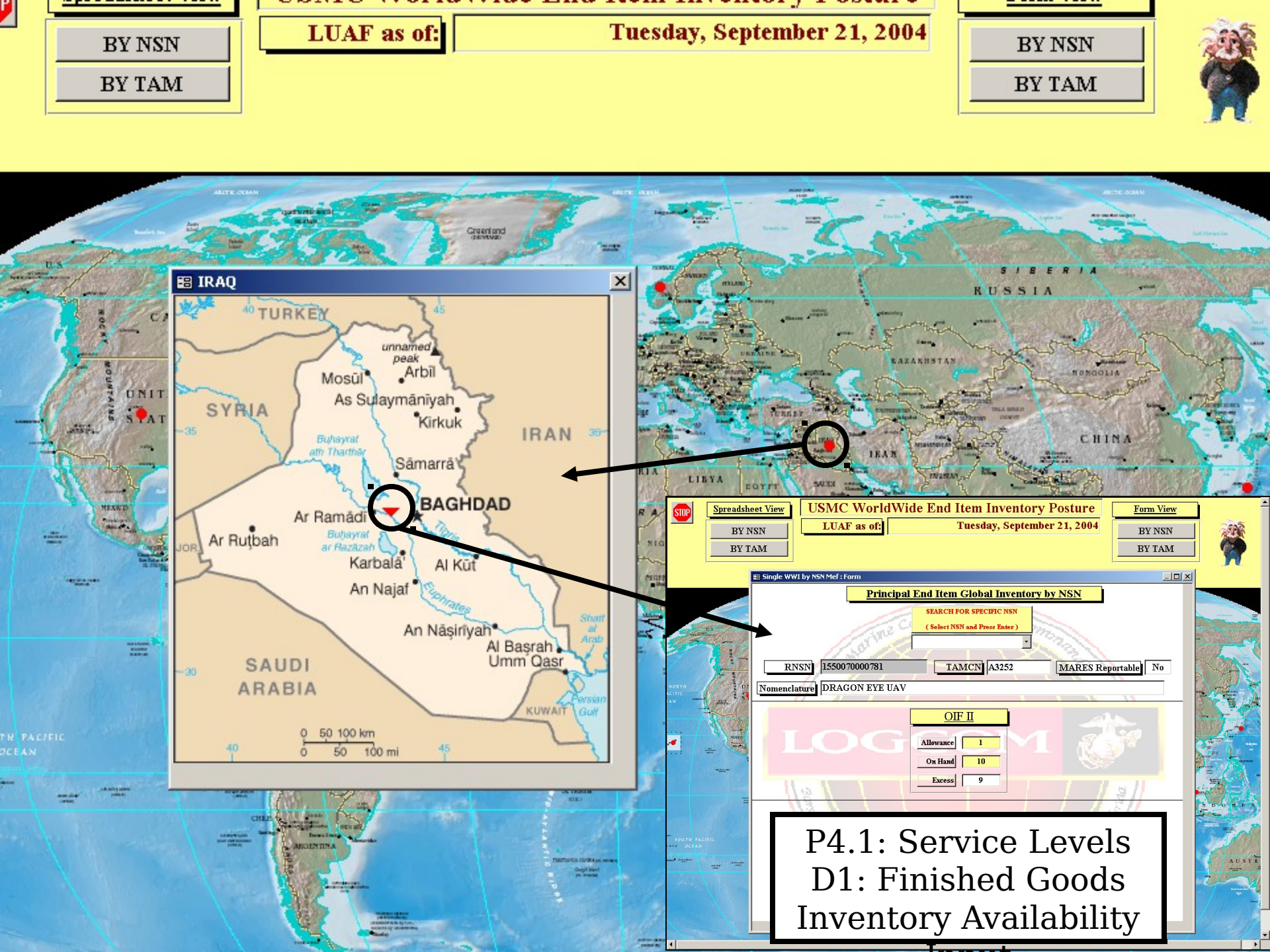
Close Form

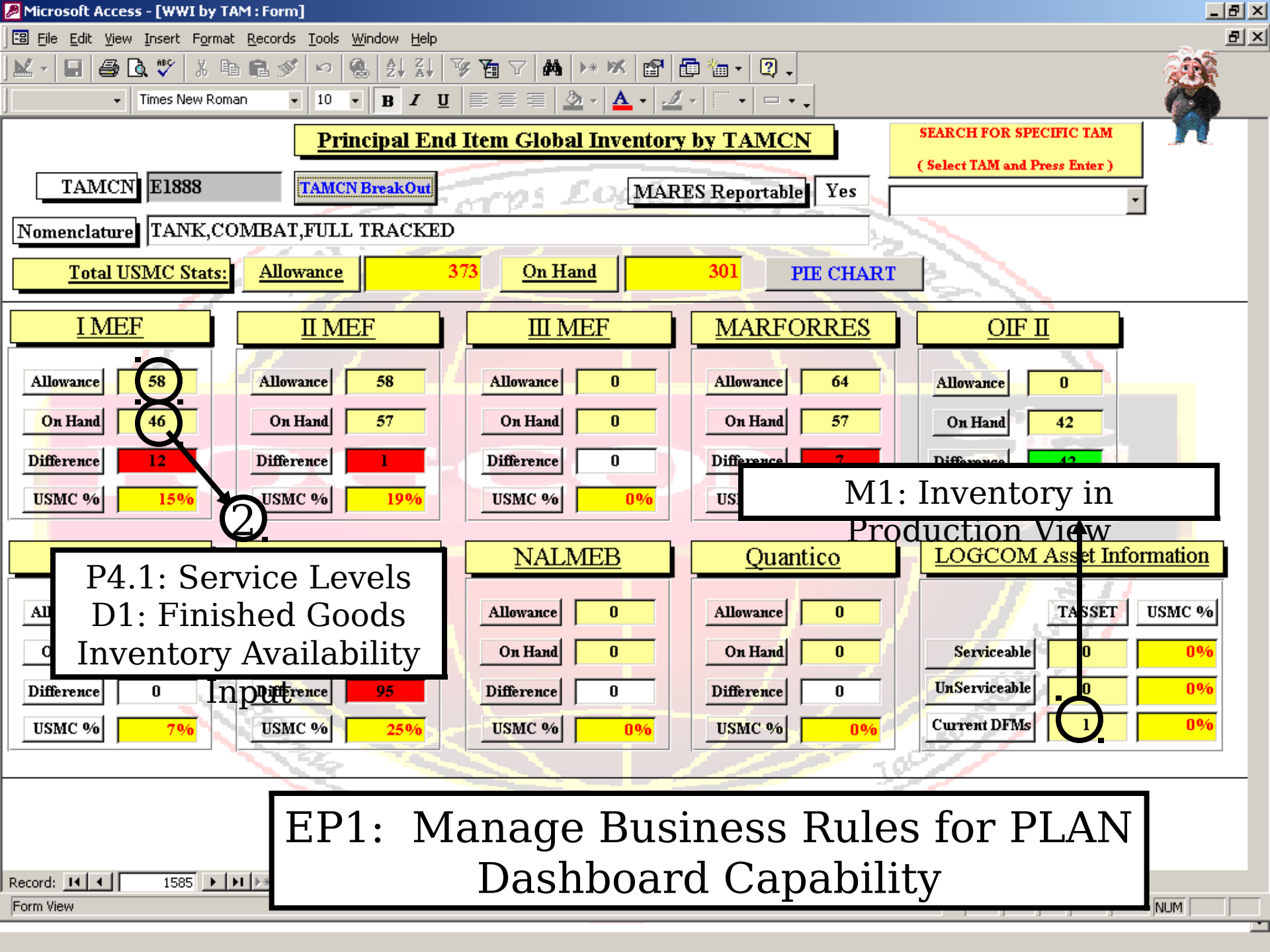
Record: 4 of 133

Start | Mailbox ... | SCOR C... | Microsof... | Google ... | Planning | 2:24 PM


Microsoft Access - [Planning]
File Edit View Insert Format Records Tools Window Help
UnAccounted BackOrder Requirements
NSN: 1290010377289
MgrRevCd: L
MgrDivCd: BAB
ImOfficeCd: 584-2
ImPhoneExt: 7789
ImName: Pamela Hopkins
ItemName: QUADRANT,FIRE CONTR
SAC: 2
SUP: $5,340.00
UI: EA
AAC: C
MEC: 12
PhraseCd: R
CRIT: C
SecClass: J
SicaNimsc: 2
PicaNimsc:
PicaRoutId: B14
SOS: MPB
ItemExitDt: 2009365
SMRC: PCODL
Demil: F
RejCd:
FreezeCd:
CLD:
Total BO Qty
Planning Target
OH c/c A - D Serviceable
OH c/c G Serviceable
OH c/c F UnServiceable
Due Maintenance (DFM)
Due Procurement (DD_)
Due DoD Buy (DFU)
Due Other (DF_)
21
14
0
0
44
3
0
4
2
Dollar Value $$
$74,760.00
$0.00
$0.00
$234,960.00
$16,020.00
$0.00
$21,360.00
$10,680.00
Planning Gap! Unaccounted for 14
M1 & S1: Executed Plan for 7
P1: "REPLAN for 14"
Identified Potential Resources:
DR1: Deliver Serviceable/Unserviceable Returns (2 available)
M1.2: Issue Unserviceable Material for Production (44
View NSN Notes
Record: 4 of 133
Start
Mailbox ...
SCOR C...
Microsof...
24 PM

Global Sourcing Tool


BY NSN
BY TAM
LUAF as of:
Tuesday, September 21, 2004
BY NSN
BY TAM
IRAQ
TURKEY
SYRIA
IRAN
SAUDI ARABIA
KUWAIT
BAGHDAD
Mosūl
Arbīl
As Sulaymānīyah
Kirkuk
Sāmarrā'
Ar Ramādī
Ar Ruṭbah
Karbalā'
Al Kūt
An Najaf
An Nāṣirīyah
Al Baṣrah
Umm Qasr
Euphrates
Tigris
Shatt al Arab
Persian Gulf
0 50 100 km
0 50 100 mi
RUSSIA
SIBERIA
KAZAKHSTAN
MONGOLIA
CHINA
Spreadsheet View
USMC WorldWide End Item Inventory Posture
LUAF as of:
Tuesday, September 21, 2004
Form View
Single WWI by NSN Mef : Form
Principal End Item Global Inventory by NSN
SEARCH FOR SPECIFIC NSN
(Select NSN and Press Enter)
RNSN
1550070000781
TAMCN
A3252
MARES Reportable
No
Nomenclature
DRAGON EYE UAV
OIF II
Allowance
1
On Hand
10
Excess
9
P4.1: Service Levels
D1: Finished Goods
Inventory Availability


Microsoft Access - [WWI by TAM : Form]
File Edit View Insert Format Records Tools Window Help
Times New Roman 10
Principal End Item Global Inventory by TAMCN
SEARCH FOR SPECIFIC TAM
(Select TAM and Press Enter)
TAMCN E1888
TAMCN BreakOut
MARES Reportable Yes
Nomenclature TANK,COMBAT,FULL TRACKED
Total USMC Stats: Allowance 373 On Hand 301 PIE CHART
I MEF
Allowance 58
On Hand 46
Difference 12
USMC % 15%
II MEF
Allowance 58
On Hand 57
Difference 1
USMC % 19%
III MEF
Allowance 0
On Hand 0
Difference 0
USMC % 0%
MARFORRES
Allowance 64
On Hand 57
OIF II
Allowance 0
On Hand 42
NALMEB
Allowance 0
On Hand 0
Difference 0
USMC % 0%
Quantico
Allowance 0
On Hand 0
Difference 0
USMC % 0%
LOGCOM Asset Information
TASSET USMC %
Serviceable 0%
UnServiceable 0%
Current DFMs 1 0%
Difference 0
USMC % 7%
Difference 95
USMC % 25%
2
P4.1: Service Levels
D1: Finished Goods
Inventory Availability
Input
M1: Inventory in
Production View
EP1: Manage Business Rules for PLAN
Dashboard Capability
Record: 1585
Form View
NUM

File Edit View Insert Format Records Tools Window Help

MS Sans Serif 8

② Detail LUAF for NSN | E1888 | for RAC | MMC300

RAC	RIC	PNSN	RNSN	AAC	FRC	TAMCN	SpecAllow	AllowQty	OHQty	DueQty	MRIC	LTD	UP
300	MC3	2350010871095	2350010871095	M11140		E18887	4	0	0	0	0	1426	$2,
300	MC3	2350010871095	2350010871095	M21410		E18887	-4	58	46	3	3	1423	$2,

DoDAAC : Form

Department of Defense
Activity Address Code (DoDAAC)

M21410

TAC1_Address_Line_1:	COMMANDING OFFICER
TAC1_Address_Line_2:	1ST TANK BN 1ST MAR DIV (REIN) FMF
TAC1_Address_Line_3:	BOX 788270
TAC1_Address_Line_4:	TWENTY NINE PALMS CA 92278-8270
TAC1_EffDt:	99231

g Address

TAC2_Address_Line_1:	TRAFFIC MANAGEMENT OFFICER
TAC2_Address_Line_2:	MF 1ST TANK BN 1ST MARDIV
TAC2_Address_Line_3:	BLDG 1710
TAC2_Address_Line_4:	TWENTY NINE PALMS CA 92278-8270
TAC2_EffDt:	99224

g Address

rd: 2 of 2

View

NUM

Supply Chain Management Decision Support Capability: “Vendor Viewpoint”

SCOPE

SUPPLY CHAIN OPTIMIZATION, PERFORMANCE & ENHANCEMENT

Home | Dashboard | Customize | Contact | Logout

System | Maintain | Monitor | Run

Welcome to SCOPE

View Dashboard

ID-DASH-1

SCOPE Dashboard

Customer Delivery

	# of Docs	Value
In	42	$11,654,452.00
Near	1	$164,405.88
Out	103	$22,859,974.00
Total	146	$34,678,832.00

Materiel Management

(•) Demand
( ) Non-Demand

	# of Parts	Value
Excess	72	$1,866,368.62
In	1	$80,555.24
Deficient	10	$199,749.11

Supplier Sourcing

	# of Docs	Value
In	27	$464,939.47
Near	2	$44,003.62
Out	29	$375,935.12
Total	58	$884,878.25

Customer Returns

	# of Docs	Value
In	42	$785,767.19
Near	14	$159,287.30
Out	170	$3,423,054.00
Total	226	$4,368,108.50

Make

	# of Docs	Value
In	67	$2,405,431.00
Near	1	$16,608.00
Out	70	$2,090,947.00
Total	138	$4,512,986.00

15% or greater of all assets are out of timeframe

Less than 15% of all assets are out of timeframe

DSC - SUPPLIER-1 (UNCLASSIFIED) - Microsoft Internet Explorer provided by Marine Corps Systems Command

File Edit View Favorites Tools Help

Back Search Favorites Media

SCOPE

SUPPLY CHAIN OPTIMIZATION, PERFORMANCE & ENHANCEMENT

Home | Dashboard | Customize | Contact | Logout

System | Maintain | Monitor | Run

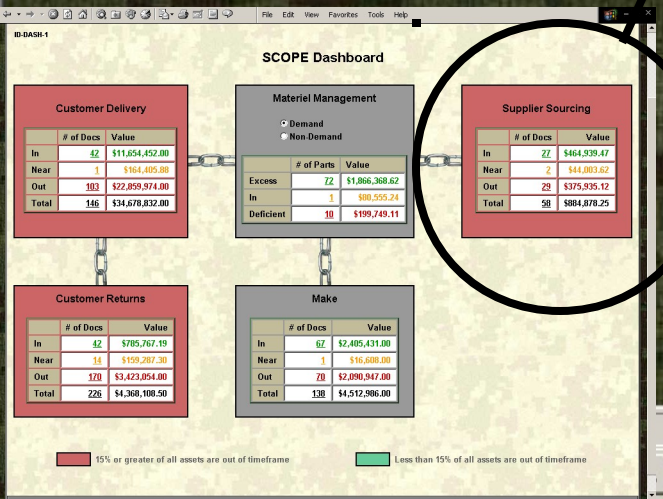
SUPPLIER-1

SUPPLIER
Timeframe: TOTAL

SOS RIC	# of Docs	Qty	Dollar Value
MPB	58	260	$884,878.00
GRAND TOTAL	58	260	$884,878.00

Logged in as: mcdonies

Release 1.0.0.0 (Build Mon, Aug 10 2004 @ 10:45 EDT)



Aggregate
"Source" View

Internet

Microsoft ... | DSC - SU... | Control P...

12:38 PM

File Edit View Favorites Tools Help

SCOPE

SUPPLY CHAIN OPTIMIZATION, PERFORMANCE & ENHANCEMENT

Home | Dashboard | Customize | Contact | Logout

System | Maintain | Monitor | Run

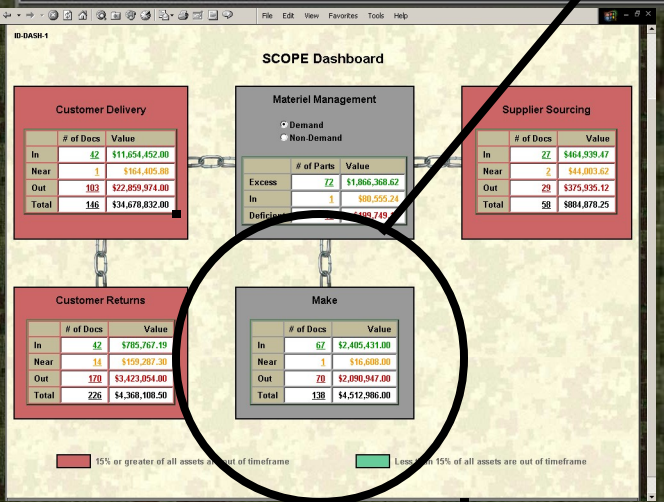
MAKE-1

Depot Source of Repair (DSOR)
Timeframe: TOTAL

DSOR Service	# of NSN	# of Docs	Qty	Dollar Value
Marine Corps (M)	48	124	828	$4,349,958.50
Commercial Marine Corps (L)	1	1	1	$26,876.81
Defense Logistics Agency (S)	7	12	263	$131,750.80
Navy - other than CINCLANT/PAC (N)	1	1	2	$4,400.00
GRAND TOTAL	57	138	1,094	$4,512,986.00

Logged in as: mcdonies

Release 1.0.0.0 (Build Mon, Aug 10 2004 @ 10:45 EDT)



Aggregate
"Make" View

DSC - CUST-MM-1 (UNCLASSIFIED) - Microsoft Internet Explorer provided by Marine Corps Systems Command

File Edit View Favorites Tools Help

Back Address https://logcom.ctc.com/dsc/dispatch/show.materiel_management?type=excess&demand=true Go

SCOPE

SUPPLY CHAIN OPTIMIZATION, PERFORMANCE & ENHANCEMENT

Home | Dashboard | Customize | Contact | Logout

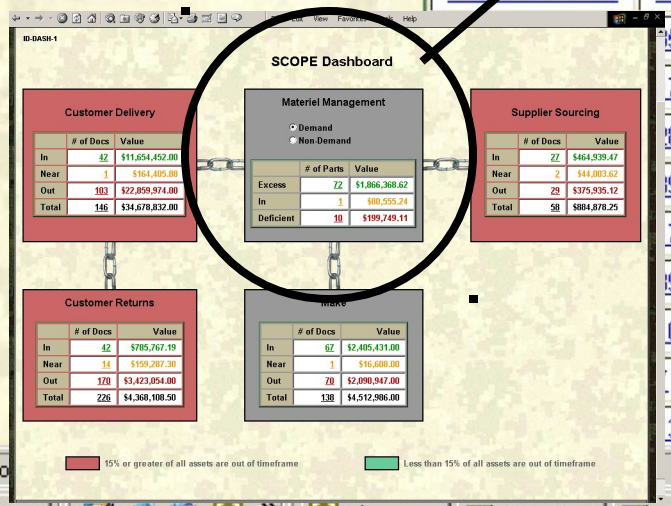
System | Maintain | Monitor | Run

CUST-MM-1

Materiel Management
Demand Items

Timeframe: EXCESS

NSN	OH	Due	B/O	Net Assets	ROP	Allowance (RO)
1005011516429	16	59	54	21	0	3
1005011916733	3	48	23	28	0	0
1010012579961	55	3	2	56	0	0
[illegible]5	20	21	34	0	0
[illegible]7	17	14	20	0	0
[illegible]8	37	44	21	0	0
[illegible]9	217	28			
[illegible]70	94	11			
[illegible]9	25	30			
[illegible]0	25	24			
[illegible]	56	32			
[illegible]3	3	1			



Aggregate
"Deliver" View:
Total Asset Visibility

Start | Inbox - ... | RE: SCO... | RE: SCO... | Microsoft... | DSC - C... | 10:16 AM

File Edit View Favorites Tools Help

SCOPE

SUPPLY CHAIN OPTIMIZATION, PERFORMANCE & ENHANCEMENT

Home | Dashboard | Customize | Contact | Logout

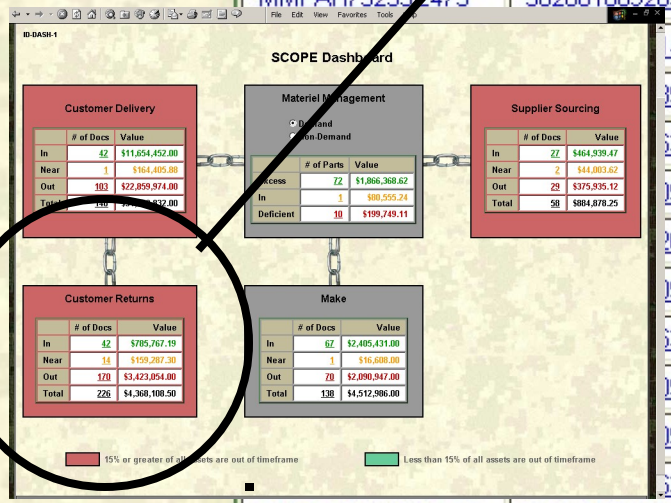
System | Maintain | Monitor | Run

CUST-DOC-1

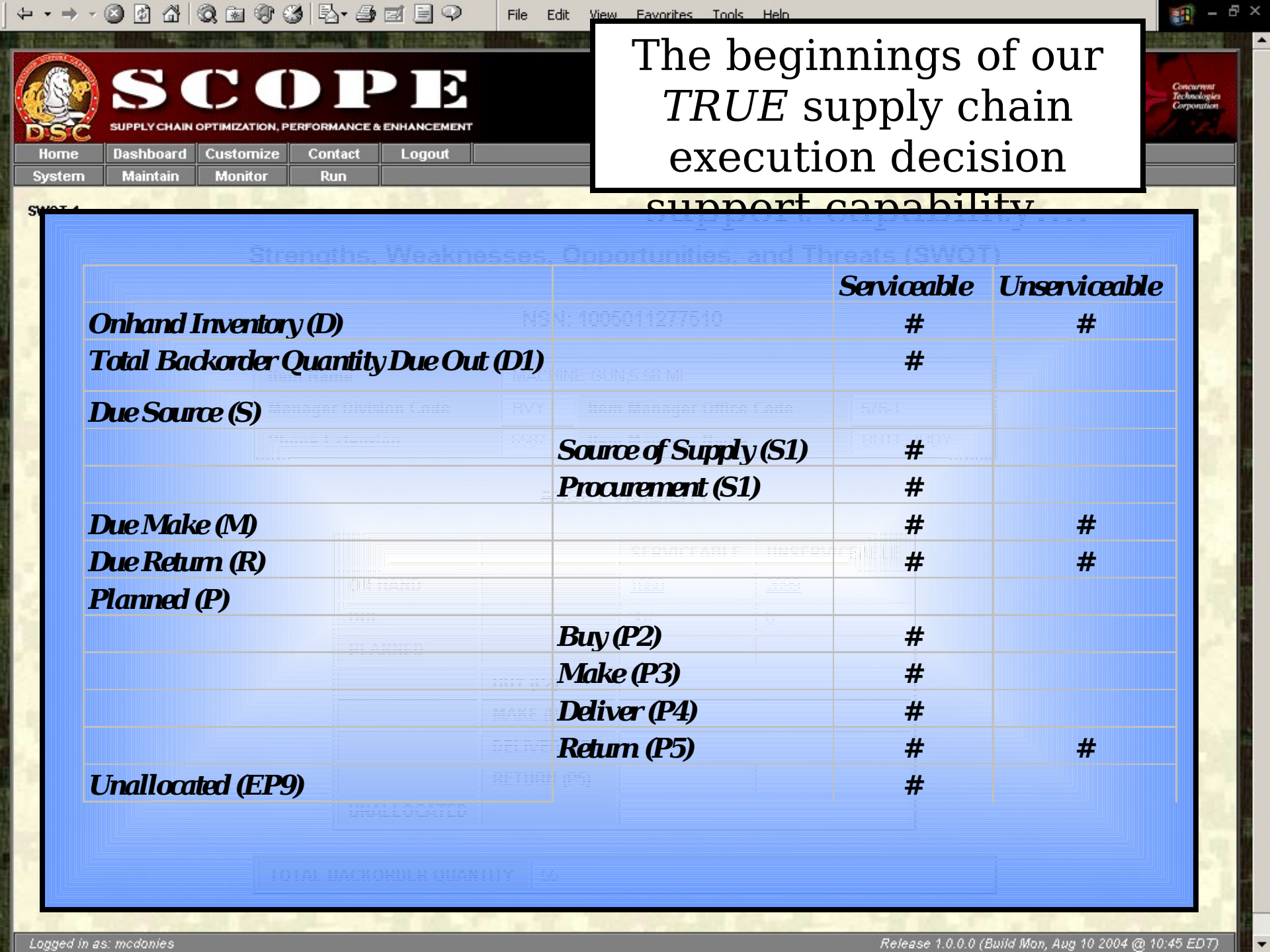
CUSTOMER DOCUMENTS

Timeframe: TOTAL
MEF:USMC
UND: ALL

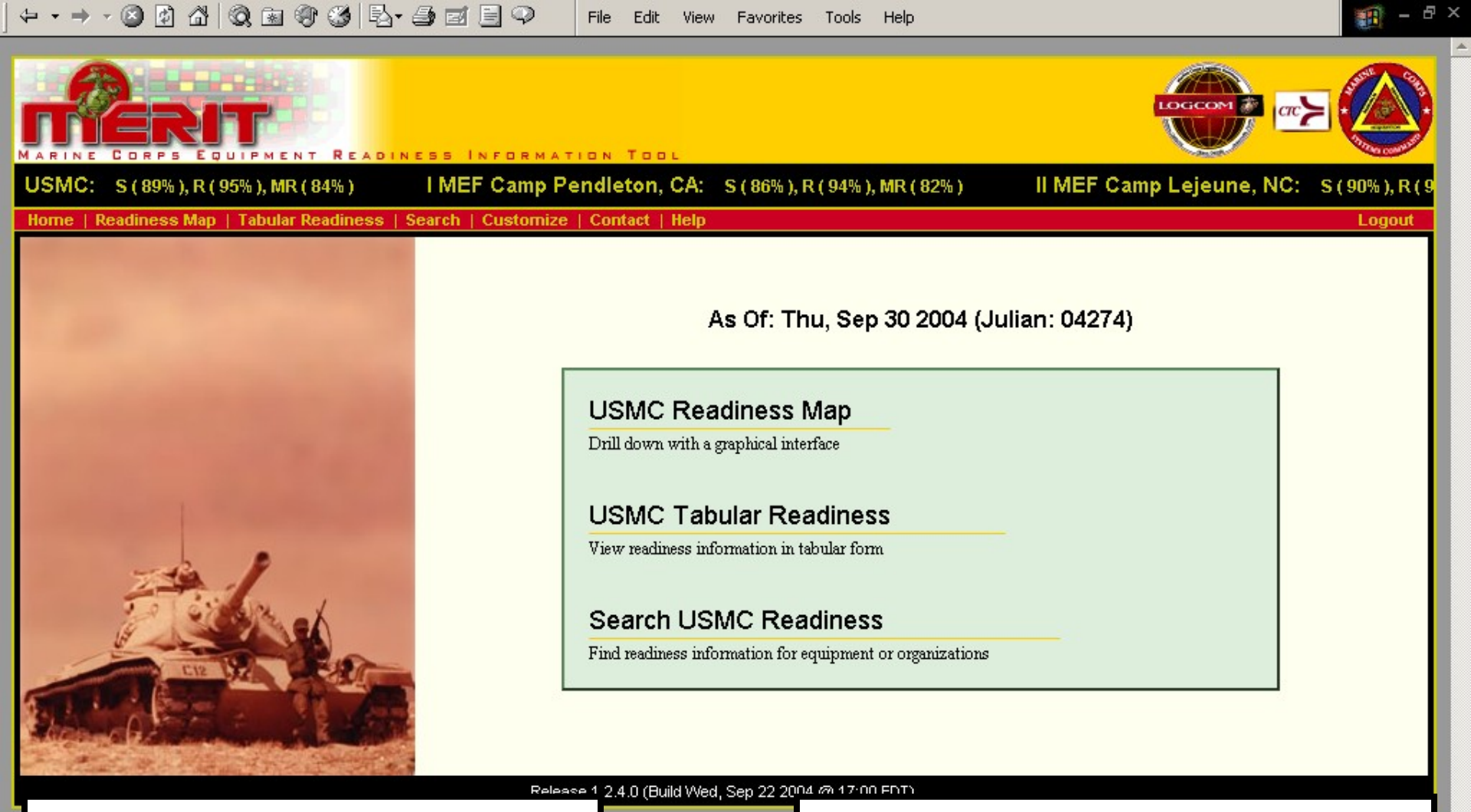
Doc #	NSN	UND	Quantity	Project Code	ESD	Process Date	Age (Days)
MMFAH83064E383	5999010661352	B	1			Apr 3, 2003	498
MMFAF53175EM09	1240010397273	B	2	3AL		Jun 30, 2003	410
MMFAF73210MR0[illegible]	5895012981397	B	1			Aug 14, 2003	365
MMFAH73233[illegible]473	5820010692638	B	1			Aug 29, 2003	350
[illegible]	[illegible]49	A	6			Oct 9, 2003	309
[illegible]	[illegible]97	B	1			Oct 29, 2003	289
[illegible]	[illegible]38	A	2			Nov 4, 2003	283
[illegible]	[illegible]99	A	1			Nov 4, 2003	283
[illegible]	[illegible]62	A					
[illegible]	[illegible]99	A					
[illegible]	[illegible]38	C					
[illegible]	[illegible]99	A					
[illegible]	[illegible]99	A	1			Nov 21, 2003	266
[illegible]	[illegible]38	B	1			Nov 21, 2003	266
MMFAG83342E095	5830011683184	A	3			Dec 11, 2003	246



Aggregate
"Return" View

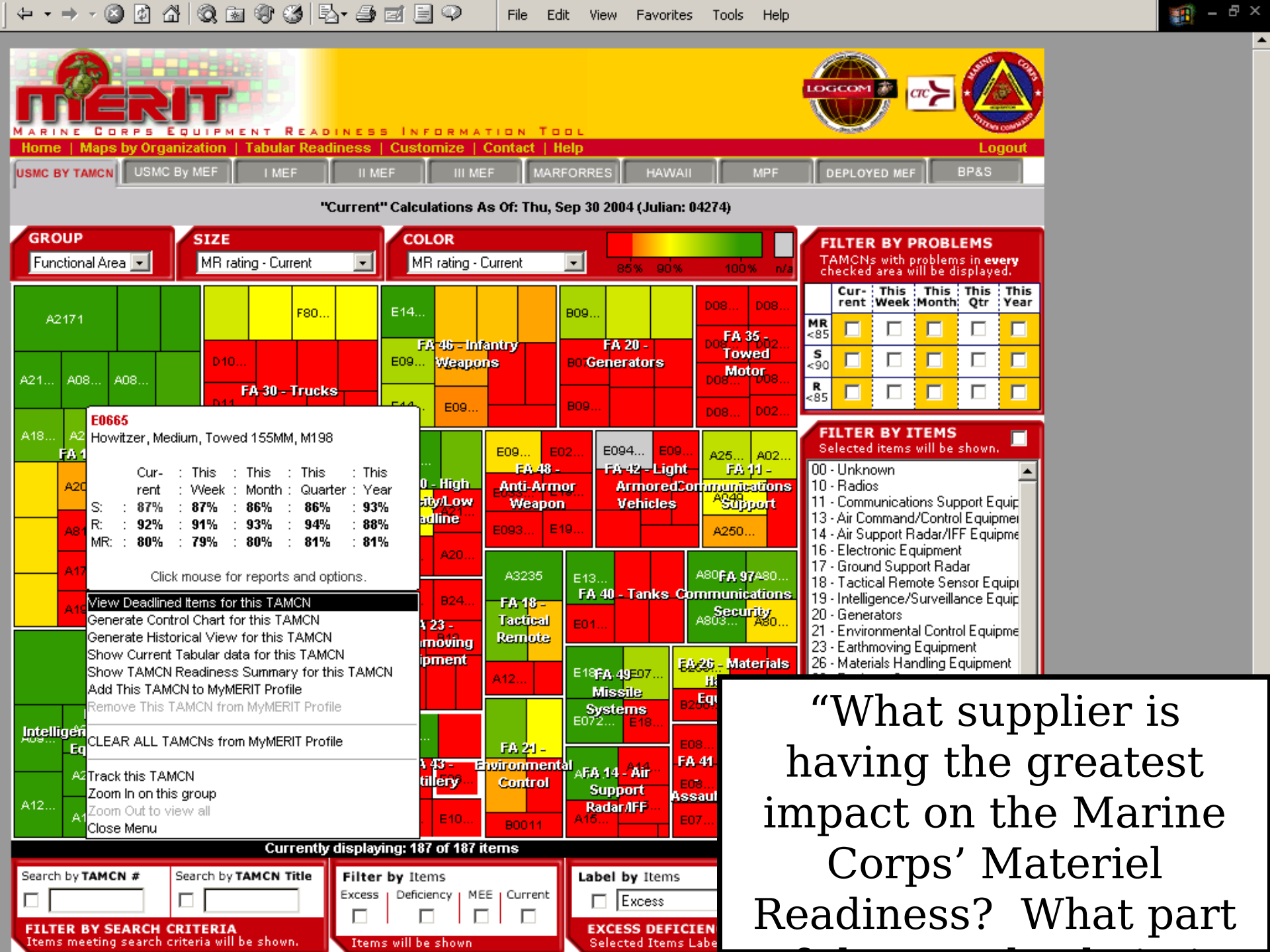


		Serviceable	Unserviceable
Onhand Inventory (D)		#	#
Total Backorder Quantity Due Out (D1)		#	
Due Source (S)			
	Source of Supply (S1)	#	
	Procurement (S1)	#	
Due Make (M)		#	#
Due Return (R)		#	#
Planned (P)			
	Buy (P2)	#	
	Make (P3)	#	
	Deliver (P4)	#	
	Return (P5)	#	#
Unallocated (EP9)		#	


File Edit View Favorites Tools Help
MERIT
MARINE CORPS EQUIPMENT READINESS INFORMATION TOOL
LOGCOM
USMC: S (89%), R (95%), MR (84%)
I MEF Camp Pendleton, CA: S (86%), R (94%), MR (82%)
II MEF Camp Lejeune, NC: S (90%), R (9
Home | Readiness Map | Tabular Readiness | Search | Customize | Contact | Help
Logout
As Of: Thu, Sep 30 2004 (Julian: 04274)
USMC Readiness Map
Drill down with a graphical interface
USMC Tabular Readiness
View readiness information in tabular form
Search USMC Readiness
Find readiness information for equipment or organizations

DoD doesn't focus on "profit," it focuses on "affordable readiness" …

"Sustaining a High Level of Readiness" requires an enterprise-wide view of Materiel Readiness…



"What supplier is having the greatest impact on the Marine Corps' Materiel Readiness? What part

MERIT - ID-COM-4A (UNCLASSIFIED) - Microsoft Internet Explorer provided by Marine Corps Systems Command
File Edit View Favorites Tools Help
Back Address https://merit.logcom.usmc.mil/merit/dispal Go Links Microsoft Office Online Home Page

MERIT
MARINE CORPS EQUIPMENT READINESS INFORMATION TOOL

USMC: S (89%), R (95%), MR (84%) I MEF C

ID-COM-4A

USMC COMMODITY AREA READINESS (LM2)

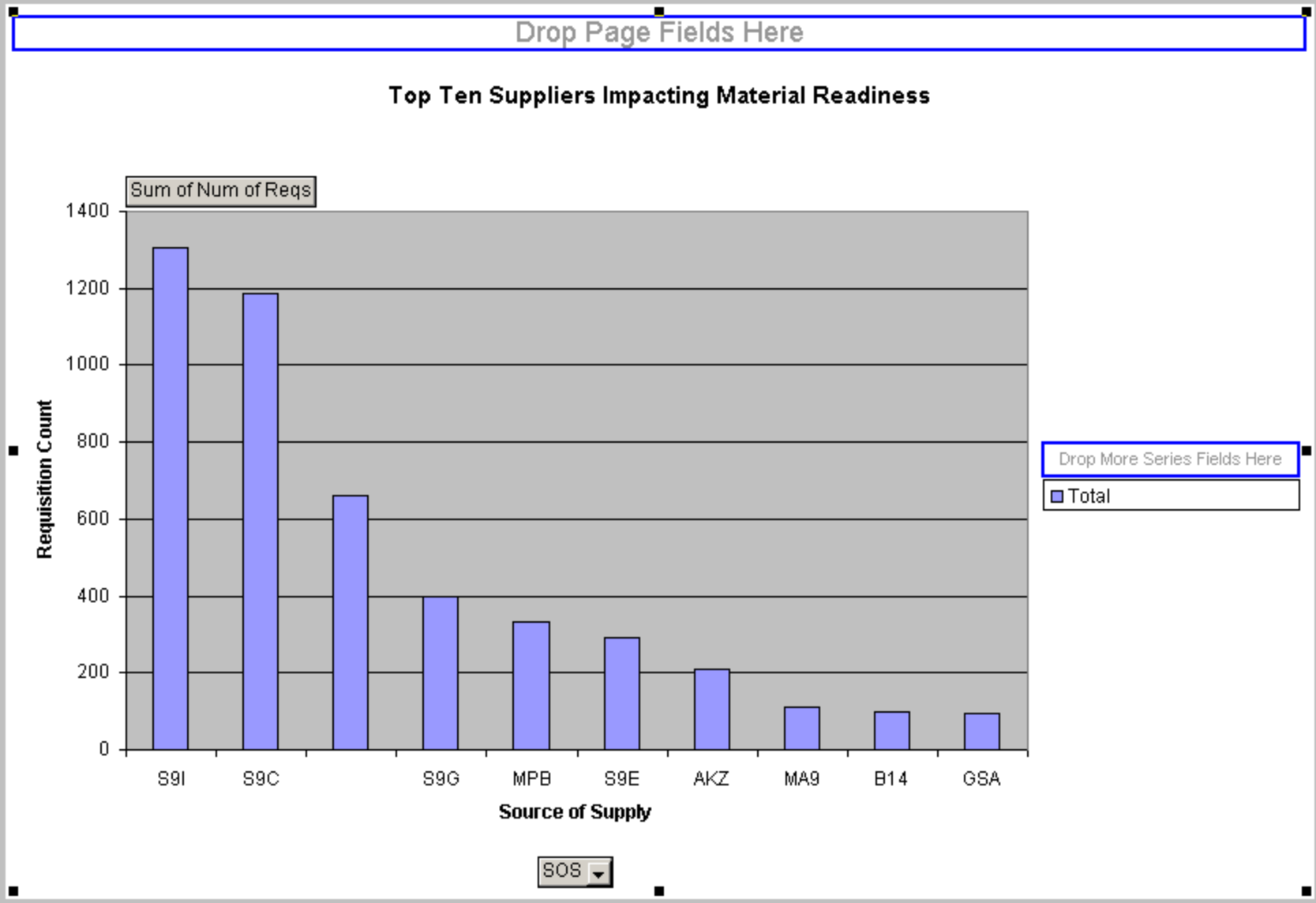
TOGGLE TO FUNCTIONAL AREAS

As Of: Thu, Sep 30 2004 (Julian: 04274)

DESCRIPTION	COMMODITY	AUTH	POSS	EXCESS	DEF	D/L	S	R	MR
Communications and Electronics	A	32850	30351	332	2831	1030	91%	97%	89%
Engineering	B	14071	12475	7	1603	1162	89%	91%	80%
NBC Equipment	C	10	10	0	0	0	100%	100%	100%
Motor Transport Vehicles	D	26204	22132	0	4072	1581	84%	93%	78%
Ordnance	E	22949	20770	91	2270	840	90%	96%	87%
Marine Corps Peculiar Equipment	F	290	292	2	0	34	100%	88%	89%
GRAND TOTAL	ALL	96374	86030	432	10776	4647	89%	95%	84%

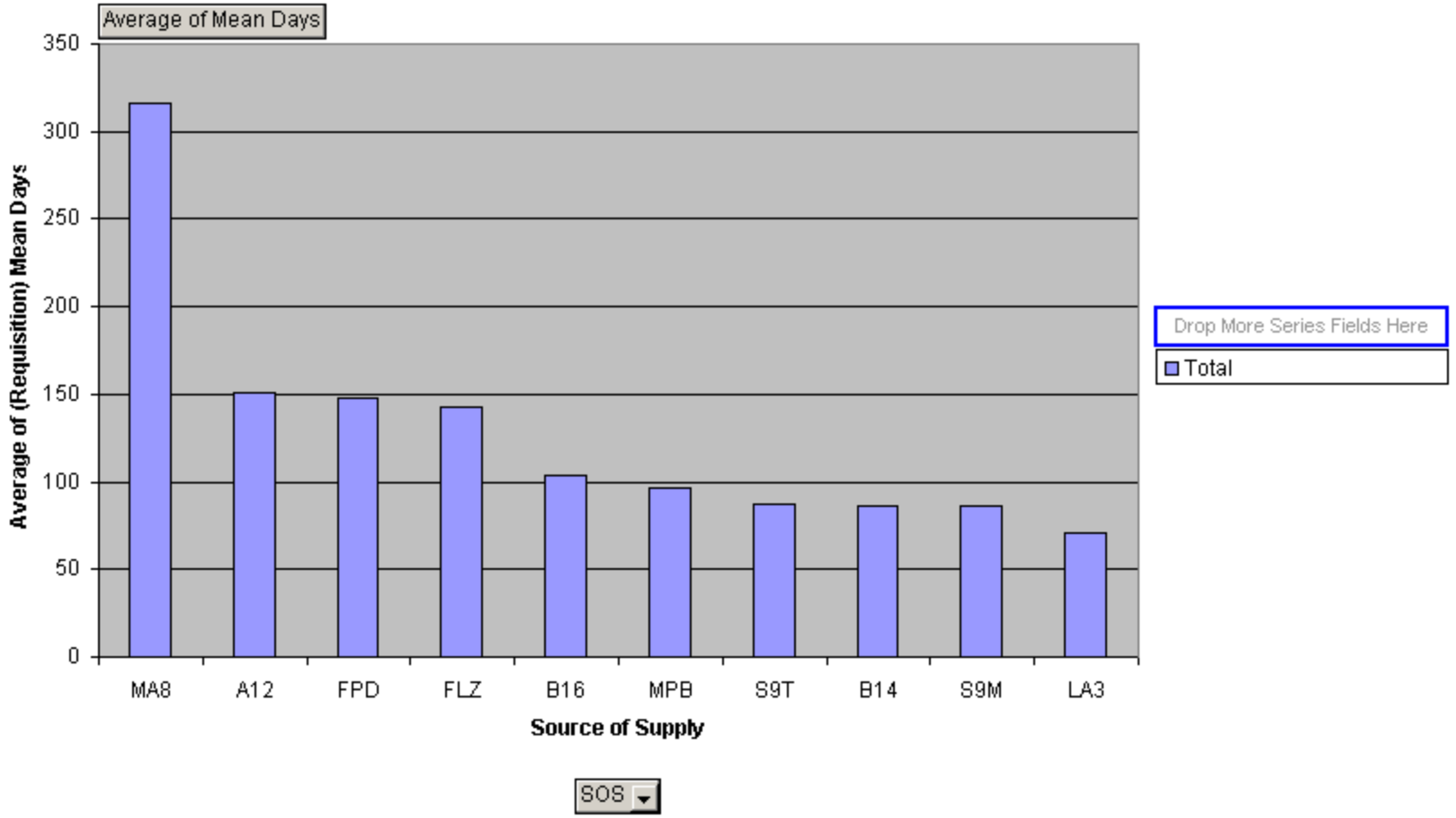
MAJOR COMMAND	COMMODITY	AUTH	POSS	EXCESS	DEF	D/L	S	R	MR
I MEF Camp Pendleton, CA (1)	A	4759	4211	78	626	158	87%	96%	84%

Internet
Start Norton S... Removabl... Microsoft ... MERIT Re... MERIT - ... MERIT - ... 12:06 PM


Drop Page Fields Here
Top Ten Suppliers Impacting Material Readiness
Sum of Num of Reqs
1400
1200
1000
800
600
400
200
0
Requisition Count
S9I
S9C
S9G
MPB
S9E
AKZ
MA9
B14
GSA
Source of Supply
SOS
Drop More Series Fields Here
Total

Drop Page Fields Here

Top Ten Suppliers Impacting Material Readiness



LtGen Kelly, USMC

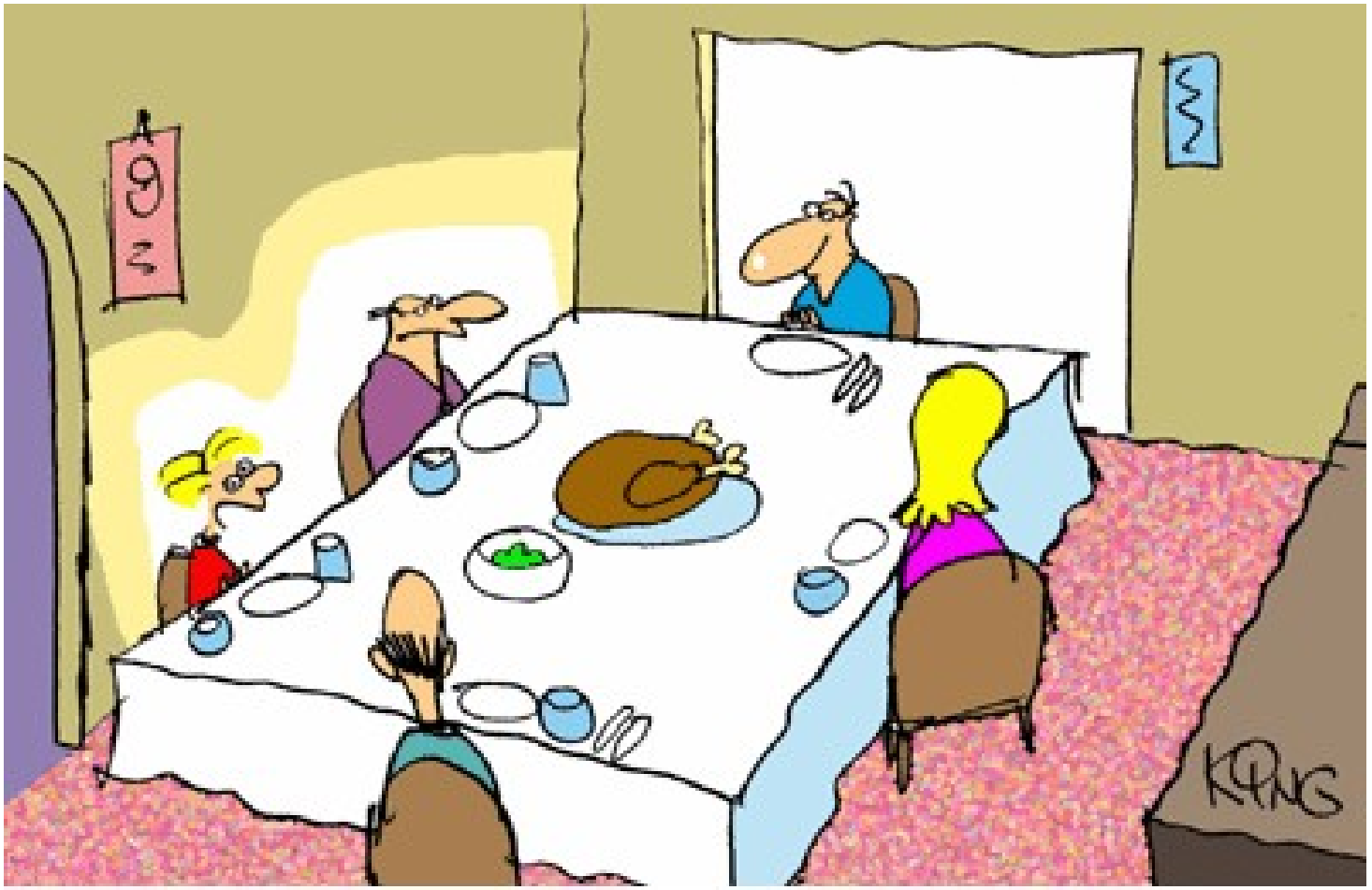
Deputy Commandant for Installations and Logistics
2003

"We are perfectly aligned to get the results we are getting. If we are satisfied with the result... we shouldn't change anything. I'm not."

Notable SCOR-Quotables

- “The SCOR Model gives us (DoD) the foundation to produce the (BEA-LOG) architecture.”
- “BEA-LOG gave the GCSS-MC BEA Compliance green status … on 20 Nov 03.”
- (USMC LOA): “First DoD (Service) LOA validated by UNC and PSU…linkage to BEA-LOG”
- “the (USMC) EA is based on the SCOR-model…the DoD BEA-LOG is also based on the SCOR-model…our (USMC) EA aligns up to DoD EA and the other services’…”
- “An understanding of the SCOR-model is essential in understanding the Marine Corps Logistics Operational Architecture”
- The Marine Corps Logistics Operational Architecture, therefore, represents level 4 of the SCOR-methodology”
- “The LOG OA depicts elements of the SCOR-model incorporated in the USMC logistics chain, and represents the operational requirements for GCSS-MC”
- “The Supply Chain Operations Reference (SCOR) Model is recognized as the foundation for the Marine Corps’ Supply Chain OA”
- “All (USMC Logistics IT) initiatives that are related to Supply Chain Management will use the SCOR-model as the foundation for the OA”

Questions?



"I'm thankful for my family, our house, and the highly optimized Plan, Source, Make and Deliver processes that brought this feast to our table."

Additional Resource Links

- USMC Logistics Modernization website:
  - www.logmod.org
- Global Combat Support System-Marine Corps/Logistics Chain Management website:
  - www.marcorsyscom.usmc.mil/itm2k/projects/GCSS-MC/GCSS-MAIN.asp
- HQMC Supply Chain Council Award Submissions
  - 2003; 2002 (hyperlinked) (2001 SCC-Defense Award Winner)
- LOGCOM Supply Chain Council Award Submissions
  - 2004; 2003 (hyperlinked)
- USMC Case Study and briefs (Supply Chain Council)
  - http://www.supply-chain.org/public/casestudiesusmarinecorp.asp
- USMC Logistics Operational Architecture (Stanley Associates):
  - http://www.stanleyassociates.com/customers/Marine.htm#ILC
- USMC Integrated Logistics Capability (Sapient):
  - http://www.sapient.com/case/usmc.htm
- USMC Logistics Systems Realignment and Categorization:
  - http://www.marcorsyscom.usmc.mil/sites/srac/
- USMC Logistics Command and Control (LOG C2) system
  - http://www.marcorsyscom.usmc.mil/sites/clc2s/default.asp
- USMC Automatic Identification Technology for Logistics (UID, RFID, etc.)
  - http://www.marcorsyscom.usmc.mil/sites/ait/
- Establishing Time Criteria for Logistics Tasks Study
  - https://mcss.quantico.usmc.mil/studysingle.asp?scn=DM030405
- MARADMIN 303/00: USMC Logistics Information Technology Strategic Direction
  - http://www.usmc.mil/maradmins/maradmin2000.nsf/0/2019cfa9ac0ad43d8525690a005e2411?OpenDocument
- Thesis: “Metric Development during the Reorganization of SCMC” (D.W. Burkman) http://handle.dtic.mil/100.2/ADA420356